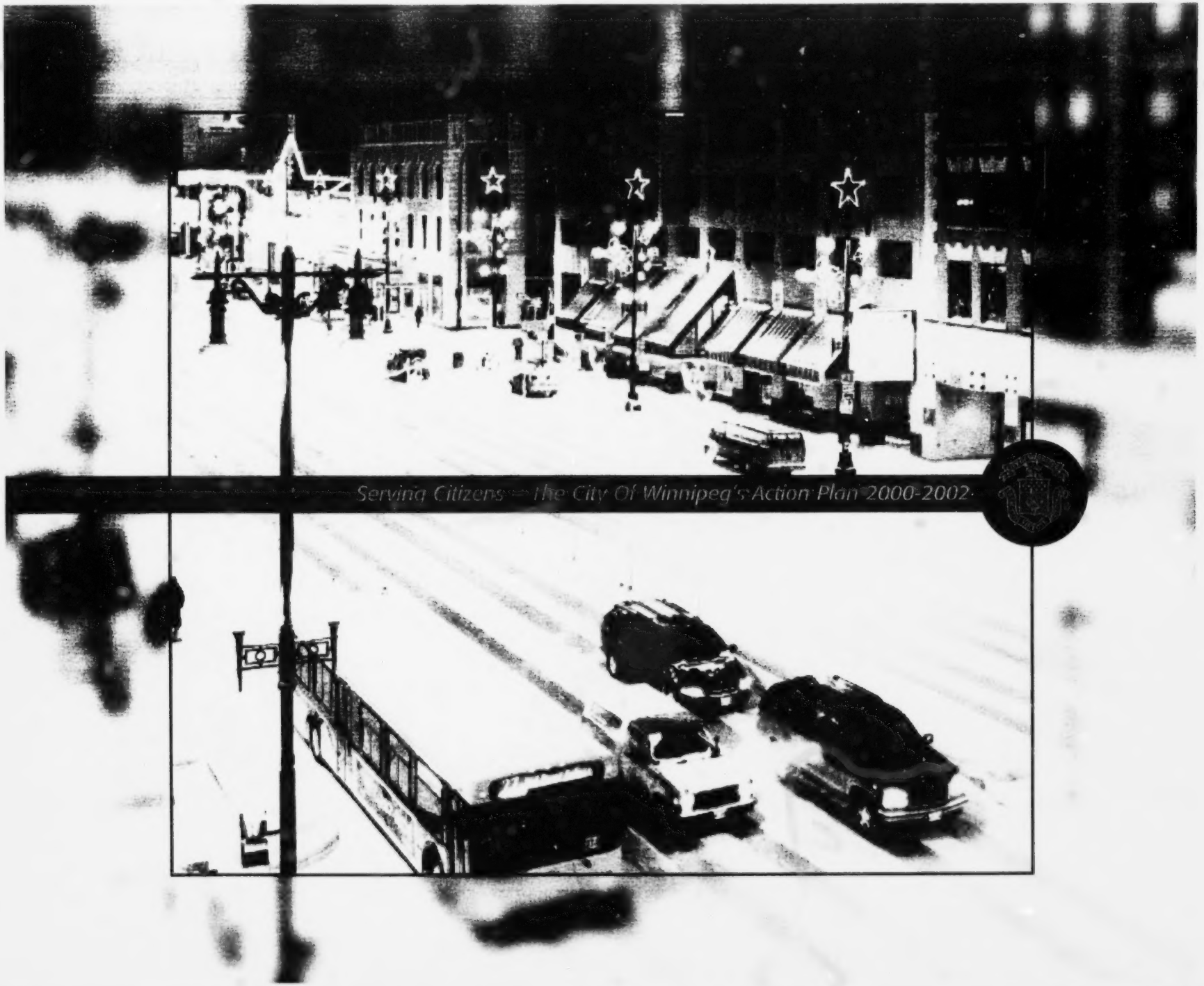


Serving Citizens — The City Of Winnipeg's Action Plan 2000-2002

Mayor's Foreward

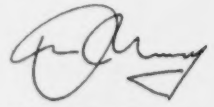
The past year has been an important one for civic government in the City of Winnipeg. The many initiatives we have taken to make government more affordable and sustainable are showing real results. We have put an end to the growth of taxation in Winnipeg by cutting property taxes. With a reduction of 6 per cent - 2 per cent per year for each of the next three years - we have demonstrated that our City is on its way to becoming one of the most fiscally responsible in Canada. Soon our property taxes will be below the national average.

A more affordable Winnipeg has new potential for vitality and growth. We acted quickly to establish CentreVenture, a lean, entrepreneurial downtown development organization that is working hard to promote investment in downtown Winnipeg. We created Smart Winnipeg, which brings us one step closer to realizing the vision of an Exchange District cyber village. We are helping to establish a virtual business corridor from Winnipeg to Mexico, and we worked closely with the Province to conclude a deal for expansion of the Schneider's meat processing plant. At the same time, we are continuing to pursue our goal of a more liveable Winnipeg, as we implement a comprehensive housing initiative for the City.

These accomplishments and initiatives are the result of careful listening and planning. Over the past year, we have sponsored the most comprehensive consultations with the public ever undertaken in Winnipeg. Through the Plan Winnipeg and Achieving Affordable Government consultations, we have sought to engage citizens' ideas, insights, and passion for the future of our City. The policies we have adopted reflect what we have heard from Winnipeggers themselves.

To capitalize on the momentum we have gained this year, we are continuing to plan. This year's budget is the first three-year budget ever prepared by the City: we are thinking strategically and we are planning for the long term. This year, for the first time, every City department completed a business plan. And, this corporate action plan, *Serving Citizens*, helps tie together all of these strands. It helps translate vision into action, linking civic services with civic priorities. In a very concrete way, it will help departments focus on those priorities as they go about the public's business this year.

Sincerely,



Glen Murray
MAYOR

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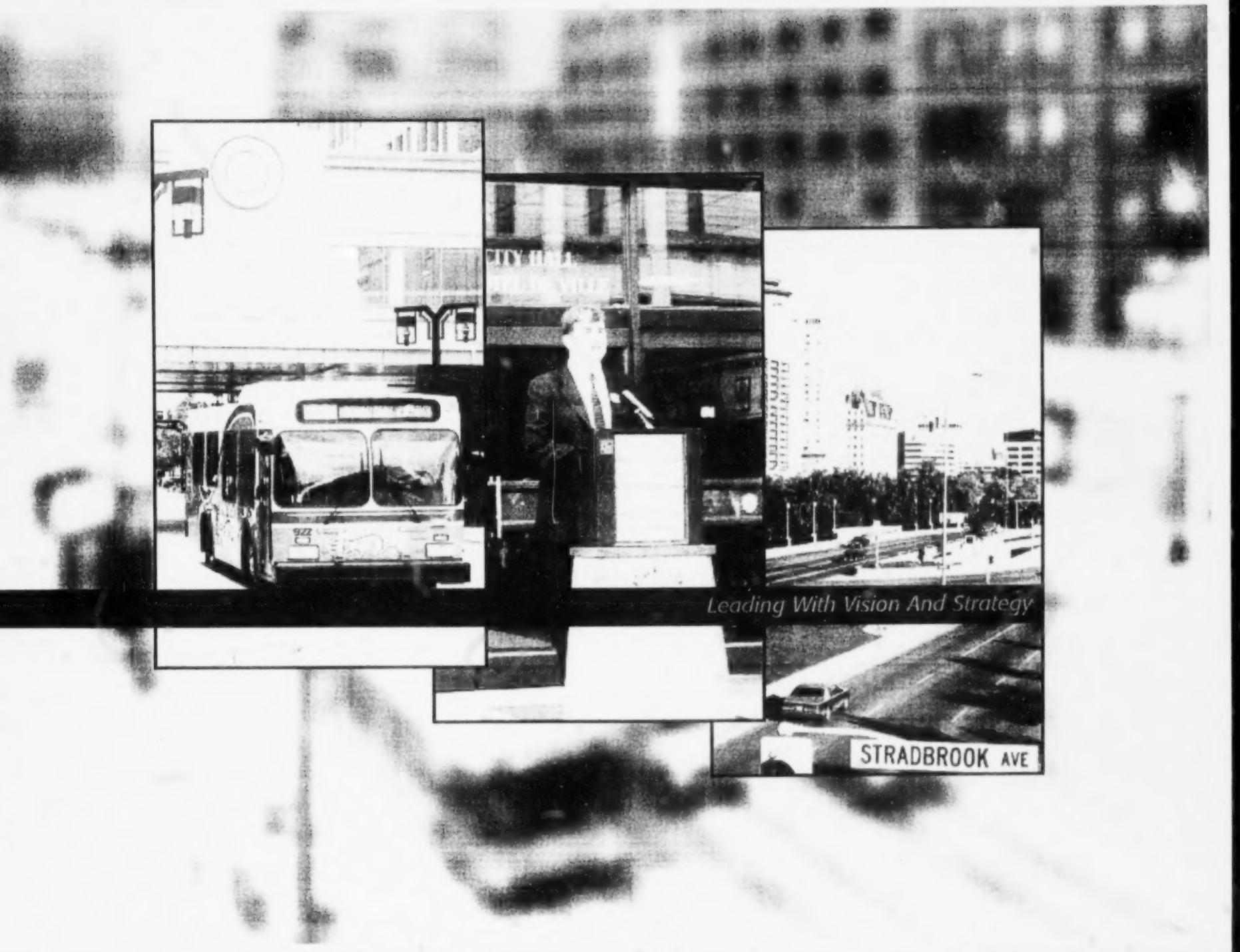
Leading With Vision And Strategy
STRADBROOK AVE

Serving Citizens

The City of Winnipeg's Action Plan 2000 - 2002

Contents

1. Leading with Vision and Strategy
2. Managing Performance
3. Serving Citizens
4. Downtown and Neighbourhoods
5. Government and the Economy
6. Planned Development Transportation and Infrastructure
7. Public Safety, Health and Education
8. Environment, Image and Amenities
9. Appendixes

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1. Leading with Vision and Strategy

Over the past year, Winnipeg City Council has been engaged in the most extensive process of public consultation ever undertaken in the City's history. Council has been listening to Winnipeggers from all across the community, to ensure that the City's plans for the future reflect the community's needs, aspirations, and insights. The consultations included deliberations over a new draft of Plan Winnipeg, as well as, an extensive budget consultation process.

Plan Winnipeg - Council's long term vision

Plan Winnipeg is a comprehensive plan that identifies Council's long term vision for Winnipeg and the strategic direction that will be implemented to meet the opportunities and challenges in our community. Plan Winnipeg is the City's master blueprint - all plans, budgets, programs and services are guided by this Plan. This strong alignment assists Council in leading the civic organization and in making the best possible use of our resources. Most importantly, Plan Winnipeg identifies the means by which Council, the administration and the community can work together to achieve Winnipeg's full potential.

Council's Plan Winnipeg Review Committee has completed its comprehensive review of Plan Winnipeg. The review process included an extensive round of public consultations. The draft plan **- Plan Winnipeg – 2020 Vision -** is now proceeding through a full Council review process. The draft Plan confirms a vision for Winnipeg.

The vision: To be a vibrant, healthy city which places its highest priority on quality of life for all its citizens.

Plan Winnipeg – 2020 Vision explains this vision in more detail, provides economic and population projections, and articulates the principles Council will use in making decisions and proposes how progress will be measured. The draft plan includes 5 chapters - each reflecting primary policy areas. The chapters are:

1. Downtown and neighbourhoods
2. Government and the economy
3. Planned development, transportation, and infrastructure
4. Public safety, health, and education
5. Environment, image, and amenities

This Action Plan aligns the services provided by the City and related activities of Council, to the chapters of Plan Winnipeg. In this way, the actions underway to deliver on Plan Winnipeg are clear. This Action Plan is a dynamic one; once City Council formally adopts Plan Winnipeg, this Action Plan will be updated to reflect the results of Council's deliberations.

Plan Winnipeg sets out a long term vision for the future. Council has also established a set of strategic priorities - areas where efforts and energy will be concentrated during Council's current term of office.

Council's priorities - A focus for action

Council identified six strategic priorities in the Report to Citizens, Spring 1999:

1. **The Cost of Running Winnipeg's Government** - We provide many services to citizens. Our goal is to get more value from those services at a more affordable cost and to do fewer things better.

2. **Infrastructure Renewal** - our goal is not only to repair and replace city streets and sewers, but also to look at creative transportation ideas and develop a wired downtown to meet the needs of the information age.

3. **Economic Development** - our goal is to expand our tax base. We can do that through supporting growth of local business and attracting new firms and people to Winnipeg.

4. **Safety** - our city has renewed commitment to crime prevention and public protection. A new Public Safety Committee will work with community groups to find homemade solutions to address issues that affect the safety of neighbourhoods.

5. **Downtown** - our goal is to bring people and activity back to our downtown. Through CentreVenture and the activities of other groups, the downtown will undergo a planned revival to once more make it an attractive place to live, work and play.

6. **Housing and Neighbourhood Renewal** - we are developing a comprehensive housing policy that will enhance our neighbourhoods and strengthen our city. Our goal is to create strategies that will help rehabilitate existing residential units and develop ownership incentives.

These Council priorities make Plan Winnipeg's vision concrete - they provide focus and policy direction for action over the next three years. This Action Plan incorporates each of these priorities as a central theme, a benchmark for the City's ongoing planning, budgeting, and service delivery.

In addition to Plan Winnipeg consultations and the identification of priorities, Council conducted an extensive community consultation process to discuss options to reduce property taxes.

Achieving Affordable Government - Discussing Options to Reduce Property Taxes

Taxes, especially property taxes, are a concern for all of us. We want Winnipeg to be an affordable and competitive City. City Council recognizes that the ideas, suggestions, and expertise of the whole community is needed to reach this goal. That is why, from November 1999 to February 2000, Council conducted an extensive community consultation to discuss options for property tax reductions. The Achieving Affordable Government Community Consultation reached out to Winnipeggers through focus groups, telephone surveys, Community forums and workshops, and an Internet website

survey. The community's interest, involvement, and response was very strong, with over 900 citizens participating.

The community identified a number of key insights and concerns, including the following:

- Property tax reductions should remain a priority, while decisions regarding reductions should consider the ideas and concerns of the community.
- Service reductions should not be made in order to reduce property taxes.
- Safety is a high priority for citizens.
- Alternative service delivery options should be explored, as long as service levels and quality are maintained and efficiencies gained.
- Increasing or instituting new user fees are not generally supported.
- The City's portfolio of facilities should be reviewed and efficiencies identified.
- The City's workforce is adequate for current service delivery levels; efficiencies may be achieved through greater flexibility and capitalizing on attrition.
- The Provincial and Federal governments should provide greater support for City services and economic development initiatives.

The EPC Secretariat will develop, for the consideration and approval of Council, an implementation plan to achieve its goal of an affordable, sustainable government for the City of Winnipeg. This plan will identify a three year budget process taking into account all the feedback received from the citizens of Winnipeg during the public consultation. This Action Plan will be updated to reflect any change in Council's direction.

Winnipeggers have clearly indicated their desire for a leaner, more efficient, more affordable government. At the same time, they have expressed a strong desire to ensure the continued provision of high-quality services in support of Winnipeg's unequalled quality of life. Striking the right balance will require careful planning, diligence, and skill.

Managing Performance

2. Managing Performance

CAO's Introduction

Dear Members of Winnipeg City Council:

For the City of Winnipeg, the past twelve months have been a time of remarkable progress and renewal. The Achieving Affordable Government forums, the launch of the City's first three-year operating budget, and the six per cent tax reduction over three years, have all sent a strong message regarding your commitment to government that is both effective and affordable.

As your civic administration, we are committed to providing optimal support for your policy priorities and goals. We are presently pursuing a number of opportunities to ensure the efficient use of tax dollars, effective management of the organization's resources and the acquisition and maintenance of information to support Council's decision making. We have undertaken an internal services review to examine ways to maximize the effectiveness of the staff, technologies, and funding that support City workers who deliver front-line services. We are working with staff at all levels to develop a Human Resources strategic plan for the organization. And, we are actively exploring opportunities for Alternative Service Delivery, further to the launch of Animal Services as the City's first Special Operating Agency.

In order to ensure that all of our activities are strongly aligned to your priorities, we have continued working to develop our corporate planning framework. This document, our first full Action Plan, is an integral part of this framework, and our best effort to support you in your further planning endeavours. It is a work in progress, which will be updated in keeping with your deliberations on *Plan Winnipeg*, and your ongoing articulation of public policy for the City.

This Action Plan presents new information about City services and their costs, drawn from our initial efforts in business planning and service-based budgeting. While these processes are evolving, we believe that the information that has been obtained has the potential to become an important resource supporting your work as policy-makers. And, we believe that the Action Plan represents a genuine step forward in strengthening our accountability to City Council.

Gail Stephens

Vision, Mission, Values and Guiding Principles

Winnipeggers have defined an ambitious vision for Winnipeg. They are uncompromising in their commitment to a vibrant, healthy city, striving for an ever-higher quality of life for all its citizens. To meet this challenge, we must operate a civic organization that exemplifies excellence in every facet of its activities. We must continuously dedicate ourselves to superior service.

Our administrative vision:

> One Great City – Making it Happen!

To make it happen, we need to be sustained by a sense of mission, a simple, powerful statement of the way we can work with Council, other levels of government and the community to make Winnipeg a better place for all of us.

Our administrative mission:

> Working together to achieve affordable, responsive
> and innovative public service.

Our mission echoes what we heard Winnipeggers tell Council in Council's Plan Winnipeg review and their Achieving Affordable Government consultation processes. It reinforces our commitment to the affordable, quality service that Winnipeg's citizens want and deserve.

Similarly, our organizational values reflect the best that we have seen and heard throughout the City. They are values which we believe Winnipeggers put into practice daily, in their homes, neighbourhoods, and places of business. We aspire to the same high standards.

Our values:

> Integrity … behaving honestly, fairly and ethically
> Respect … treating people with dignity and acknowledging their value as individuals
> Quality …providing efficient and effective services
> Accountability … establishing responsibility, expectations, review, and appropriate consequences
> Diversity …capitalizing on the diverse backgrounds and experiences of our staff and community

We have adopted a statement of principles to guide our daily work. These principles embody our commitment to value and results for the City's taxpayers.

Our principles:

> Focus our efforts on ensuring good value and results
> Engage employees
> Ensure sustainability
> Strive for fairness

Organizational Goals and Measures

As an organization, we are committed to measurement – and accountability – as never before. In keeping with Council's policy priorities, and our organizational mission, we have established four overall goals to guide activities for 2000-2002. We are identifying performance measures for each goal as a way to monitor progress. Refinement and expansion of these performance measures is ongoing.

	Goals	Measure(s)	Current Performance / Target
Affordable	**1. Maximize efficiency and implement Council policies to achieve Council's 3 year budget.** (Through various means including: alternative service delivery, streamlining administrative and service delivery processes, facility consolidation, technology, revenue diversification, etc.)	Adopted budget	**2000 target - $633.6 million** *net of one-time pension refund **2001 target - $627.2 million** **2002 target - $631.2 million**
		Cost reduction measures	**2001 target – $3.8 million** **2002 target – $5.7 million**
	2. Improve the quality of information for Council's strategic decision-making. (Through performance measures, service-based budget, and comprehensive planning information such as this Action Plan.)	Council satisfaction	
Innovative	**3. Ensure a skilled, productive, and flexible workforce.** (Through the development of a comprehensive human resource strategy, engagement of employees, and selective operational reviews to stimulate new ideas and innovation.)	Measure(s) to be developed	

Responsive	**4. Maintain a consistently high level of citizen satisfaction with City services.** (Through a customer service focus, interdepartmental collaboration, and e-government strategies.)	% of citizens somewhat satisfied and very satisfied with overall City services (public attitude survey)	1998 actual – 76.7% 1999 actual – 86.2% **2000 target – 88%** **2001 target – 90%** **2002 target – 90%**
		Additional measure(s) to be developed	

Serving Citizens

3. Serving Citizens

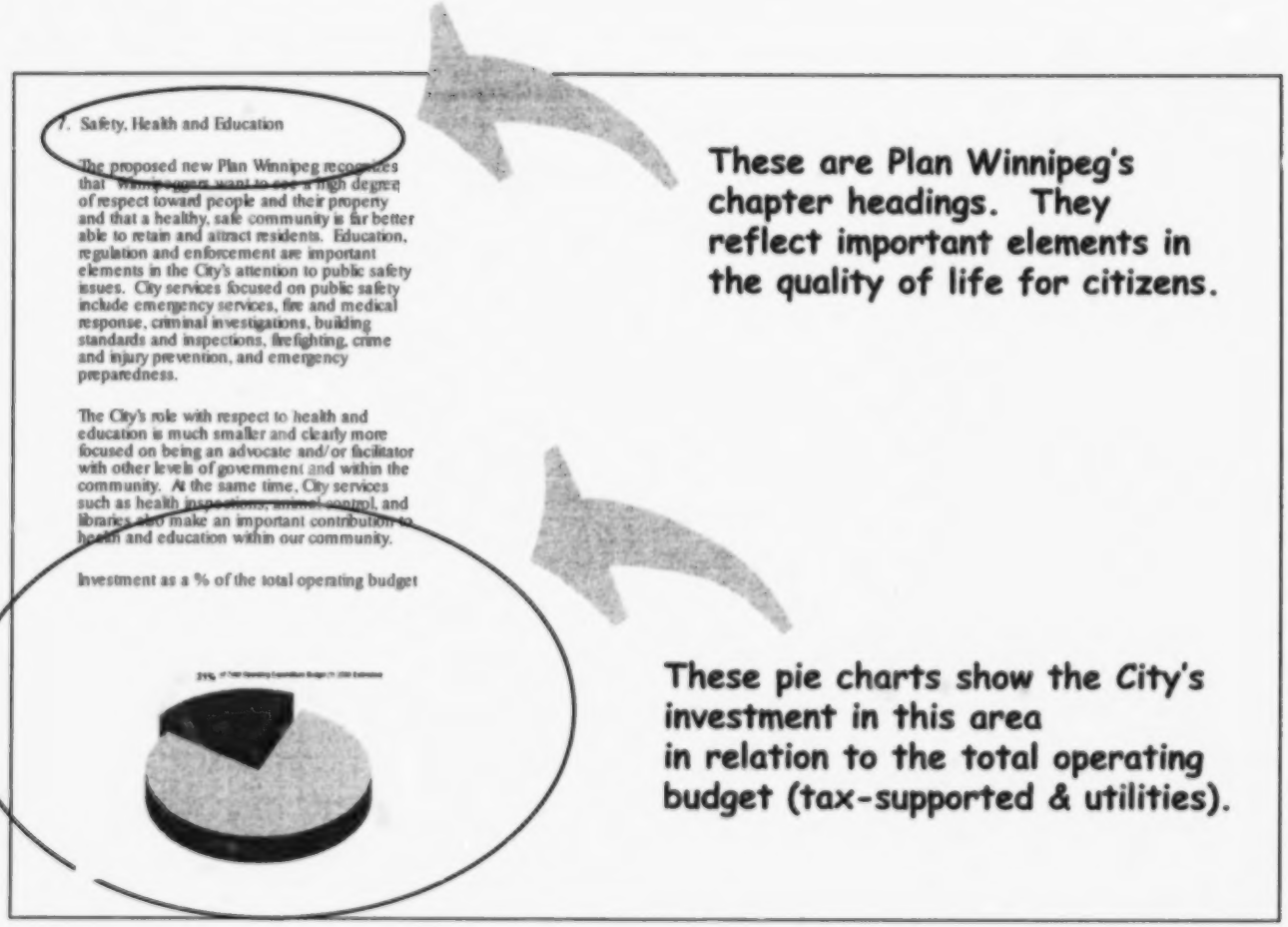
In the chapters that follow, the Action Plan sets the out key strategies the City will be pursuing over the next three years in order to advance Council's vision.

This Action Plan will be updated and refined in keeping with Council's final deliberations on Plan Winnipeg and any further direction from Council after it considers input received through the 'Achieving Affordable Government' consultations.

Next year we will prepare a performance report that describes the progress we have achieved against the goals and strategies described in this Plan. This reporting process will support Council's efforts to monitor the results of its policy direction.

Fulfilling this accountability is a primary reason this Action Plan has been prepared.

A Guide to the following pages....


7. Safety, Health and Education
The proposed new Plan Winnipeg recognizes that Winnipeggers want to see a high degree of respect toward people and their property and that a healthy, safe community is far better able to retain and attract residents. Education, regulation and enforcement are important elements in the City's attention to public safety issues. City services focused on public safety include emergency services, fire and medical response, criminal investigations, building standards and inspections, firefighting, crime and injury prevention, and emergency preparedness.
The City's role with respect to health and education is much smaller and clearly more focused on being an advocate and/or facilitator with other levels of government and within the community. At the same time, City services such as health inspections, animal control, and libraries also make an important contribution to health and education within our community.
Investment as a % of the total operating budget
These are Plan Winnipeg's chapter headings. They reflect important elements in the quality of life for citizens.
These pie charts show the City's investment in this area in relation to the total operating budget (tax-supported & utilities).

These shaded areas highlight a Council priority.

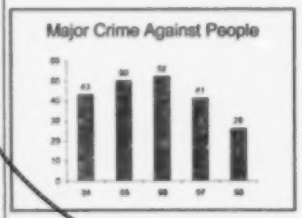
Actions in response to Council's priority.

Council's Strategic Priorities

"Our city has a renewed commitment to **crime prevention and public protection**. A new Public Safety Committee will work with community groups to find home-made solutions to address issues that affect the safety of neighbourhoods." (Spring'99 – Report to Citizens)

Context: Statistics show that Winnipeg has been successful in reducing the incidence of crime. *(K)* And, compared with 1998, more people agree that Winnipeg is a safe city in which to live. *(L)* However, as evidenced by the budget consultation process and recent polling, safety remains one of the issues of greatest concern to citizens.

K



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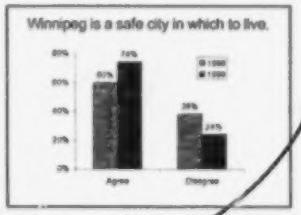


Safety – What is being done?

Council's initiatives support a preventative approach:

- Committee for Safety
- Use cross-departmental teams to address key safety concerns
- Increase education and involvement of "partnerships" in fire and crime prevention, including the involvement of the general public and civic workforce
- Enhance community policing
- Focus on prevention
- Sponsor proactive community leadership groups focused on loss and injury prevention
- Implement 9 point downtown safety plan
- Assess risk.

Some facts and figures about Winnipeg that are relevant to Council's priority.

A listing of all of the City services delivered in support of the Plan Winnipeg chapter.

Service outputs. Key service outputs will be used to develop measures of service efficiency.

Service goals and strategies - a summary of the actions to be undertaken over the next few years.

Safety, Health and Educ - The Action Plan

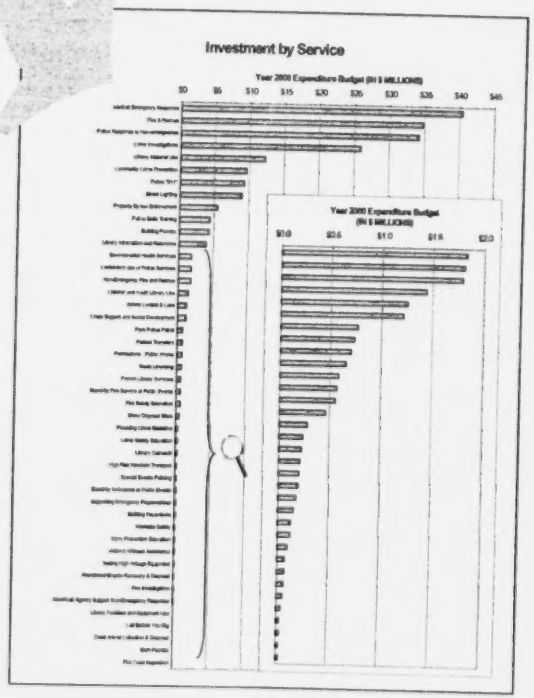
In sup t of the draft Plan – Saf lealth and Education, and a range of Council policies and meas , the following serv d, and service goals and strategies implemented in 2000-2002

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 – 2002
mmunity Crime Pr tion [Police]	• 10,000 presentations in the community annually	Continue implementation of innovative and integrated crime prevention strategies, sponsor proactive community leadership groups who are focused on activities that prevent loss and injury, include basic crime prevention techniques and strategies on the Web Site for easy access by all citizens, enhance community policing initiatives
Private Use of Police Services [Police]	• 533 assignments (1077 officers booked) annually	Monitor customer satisfaction, expand the size of the Canine Unit, study the feasibility of using a helicopter for aerial support activities, study the use of auxiliary police officers, develop a framework/policy for managed competition.
Crime Investigations [Police]	• 65,379 criminal offences reported annually	Study feasibility of forming a Dangerous Offenders Unit, develop a comprehensive data base to map criminal occurrences on a geographic basis, develop and introduce a comprehensive Elder Abuse Protocol, pursue the implementation of a Student Scholastic Crime Stoppers Program, Work closely with the media to about criminal acts to reduce public fear and solve crimes.
Police "911" [Police]	• 172,528 ("911") calls taken by emergency operators annually	Enhance community policing initiatives, expand the scenes of crime officer program, develop a comprehensive data base to map criminal occurrences on a geographic basis, develop and introduce a comprehensive elder abuse protocol, study the benefits of partnering child welfare investigators with police officers.
Police Skills Training [Police]	• 151 officers trained from outside organizations annually • train new recruits on behalf of several rural police agencies	Partner with RCMP and University of Manitoba to develop a pilot Internet Training Program, evaluate market potential, study ASD options, study possibility of obtaining grants to provide this service, civilianize certain police functions.
Police Response to Non-emergencies [Police]	• 339,925 non-emergency calls taken annually	Enhance community policing, implement call routing system, implement 9-point Downtown Safety Plan, expand the Scenes of Crime Officer program.

Our *first* 'service-based budget' showing the cost of each service (tax-supported & utilities). Information in a service-based format can assist strategic planning and budgeting by linking the dollars invested in a service to the outputs and results achieved.

Council fulfills many leadership roles in the community. This section highlights some of Council's leadership activities that are related to Plan Winnipeg.

Health & Education - Council's Investment



In addition to the services above, ...p through the following boards, commissions or outside a... ...es:

Committee for Safety To support, assist, stimulate & mobilize the work of the community on safety concerns.

Domestic Violence Working Group Working group under the Committee for Safety Winnipeg with a mandate to review the recommendations of the Commission of Inquiry (Lavoie Report), assess the implementation of said recommendations and to review police operations regarding the policies surrounding Domestic Abuse and Zero Tolerance.

Inner Winnipeg Neighborhood Redevelopment To look at providing a strategic plan on Inner Winnipeg Neighbourhood Development focusing, but not limited to the following: - improving the opportunities for owner-occupied housing; improving the opportunities for children and families to participate in recreational activities; ensuring the Winnipeg Police Service has the resources needed to support a safer inner Winnipeg neighbourhood.

Concordia Hospital Board of Directors To determine the objectives and policies of the Corporation and the Hospital and to establish and maintain an organizational structure to carry them out

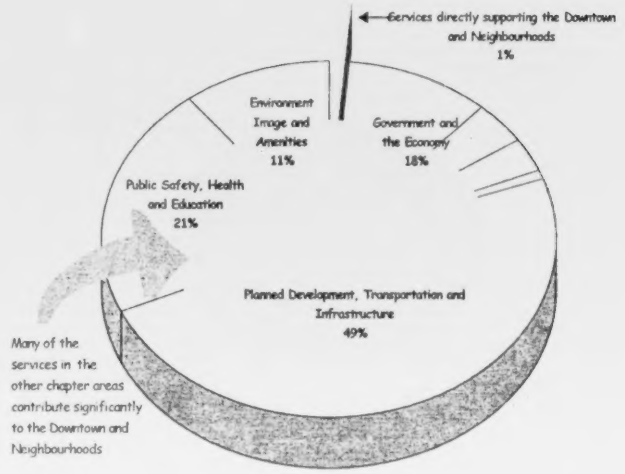
Victoria General Hospital Board of Directors To determine the objectives and policies of the Corporation and the Hospital and to establish and maintain an organizational structure to carry them out

Downtown And Neighbourhoods

4. Downtown And Neighbourhoods

Through Plan Winnipeg and Council's priorities, Council has recognized that the city's downtown and its neighbourhoods are vitally important. Our reputation as a city rests largely with our downtown and citizens view their neighbourhoods as the building blocks to a vibrant and healthy community. The City is attentive to the 'bricks and mortar' of neighbourhoods, as well as to economic, social and cultural issues. Some of the services provided in direct support of the downtown and neighbourhoods include local area planning, community development, and housing support. In fact, however, most city services make an important contribution to the health of city neighbourhoods. Services in the areas of safety, transportation, infrastructure, and recreation - which are described in the remaining chapters of this plan - all contribute to quality of life in local communities.

Council's Investment as % of the total operating budget


Services directly supporting the Downtown and Neighbourhoods
1%
Environment Image and Amenities
11%
Government and the Economy
18%
Public Safety, Health and Education
21%
Planned Development, Transportation and Infrastructure
49%
Many of the services in the other chapter areas contribute significantly to the Downtown and Neighbourhoods

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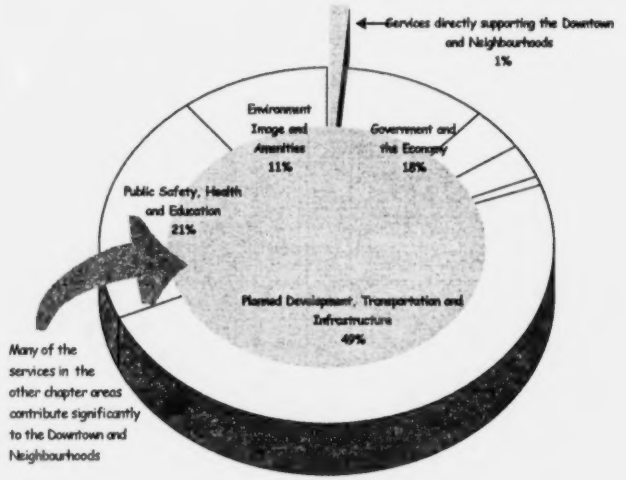
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Many of the services in the other chapter areas contribute significantly to the Downtown and Neighbourhoods

Downtown: "Our goal is to bring people and activity back to our downtown. Through CentreVenture and the activities of other groups, the downtown will undergo a planned revival to once more make it an attractive place to live, work and play." (Spring '99 Report to Citizens)

Context: Two important indicators of a more vibrant downtown will be a renewed interest in people choosing to live downtown and in businesses choosing to locate in the downtown.

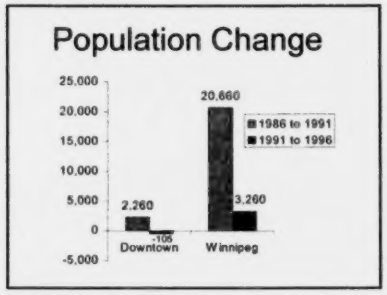
Between1986 and 1991 Winnipeg's downtown experienced an increase of 2,260 residents. However, from 1991 to 1996, the downtown lost 105 residents. This is a significant reversal which the City seeks to turn around through its efforts to revitalize the downtown *(Chart A)*.

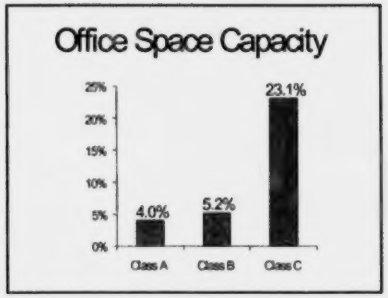
Since 1998 there has been growing investment in non-residential properties in the inner city, both in terms of renovations and new construction. This is an encouraging sign of renewed business interest. However, there continues to be an abundance of vacant properties in the downtown, much of which is considered to be Class C space *(Chart B)*. These buildings are typically older, historical buildings in the downtown - buildings that often require significant investment in order to be suitable for today's businesses.

Despite the challenges, a recent opinion poll suggests that public optimism about the future of our downtown is beginning to grow. The City is working to capitalize on this optimism, particularly by implementing a number of innovative downtown initiatives.

A.

B.





Downtown - What is being done?

- Downtown safety plan focused on prevention (see Chapter 7, Public Safety, Health, and Education)
- CentreVenture
- Building code and zoning equivalents for existing buildings
- Heritage Tax Credits
- North Main Street Development Program

Housing and Neighbourhood Renewal: "We are developing a comprehensive housing policy that will enhance our neighbourhoods and strengthen our city. Our goal is to create strategies that will help rehabilitate existing residential units and develop innovative ownership incentives." (Spring'99 Report to Citizens)

Context: For Winnipeg overall since 1995, there has been a modest, steady rise in the number of residential building permits issued. The increase is primarily due to activity in Winnipeg's suburbs. It is a good sign of a growing economy.

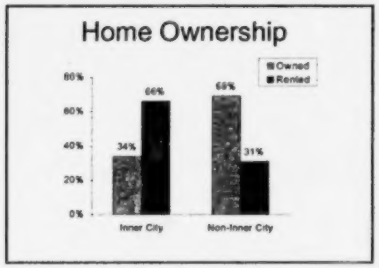
Statistics Canada data indicates a significant decline in the population of the inner city. Further, inner city residents are only half as likely to own their home as other city residents *(Chart C)*, and they experience more frequent moves. These factors can influence people's sense of pride in their home and their neighbourhood.

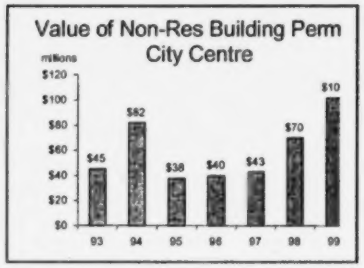
On the positive side, there is an early sign of renewed interest in Winnipeg's inner city. In 1999 there was a marked increase in the value of residential renovations within inner city neighbourhoods *(Chart D)*, and community groups are expressing a greater enthusiasm for active participation in rebuilding the housing stock in inner city neighborhoods.

Council is undertaking a number of measures to enhance and strengthen City neighbourhoods.

C.

D.





Housing and Neighbourhood Renewal - What is being done?

- A comprehensive housing policy and implementation framework
- Home Renovation Tax Assistance Program
- Manitoba/Winnipeg Community Revitalization Program (MW/CRP), a Provincial/City partnership and neighborhood revitalization strategy
- Winnipeg Housing Rehabilitation Corporation
- Administration of the Residential Rehabilitation Assistance Program (RRAP), a Federal/Provincial Program
- City services tailored to neighbourhood needs

- Partnerships with community groups

Downtown and Neighbourhoods - The Action Plan

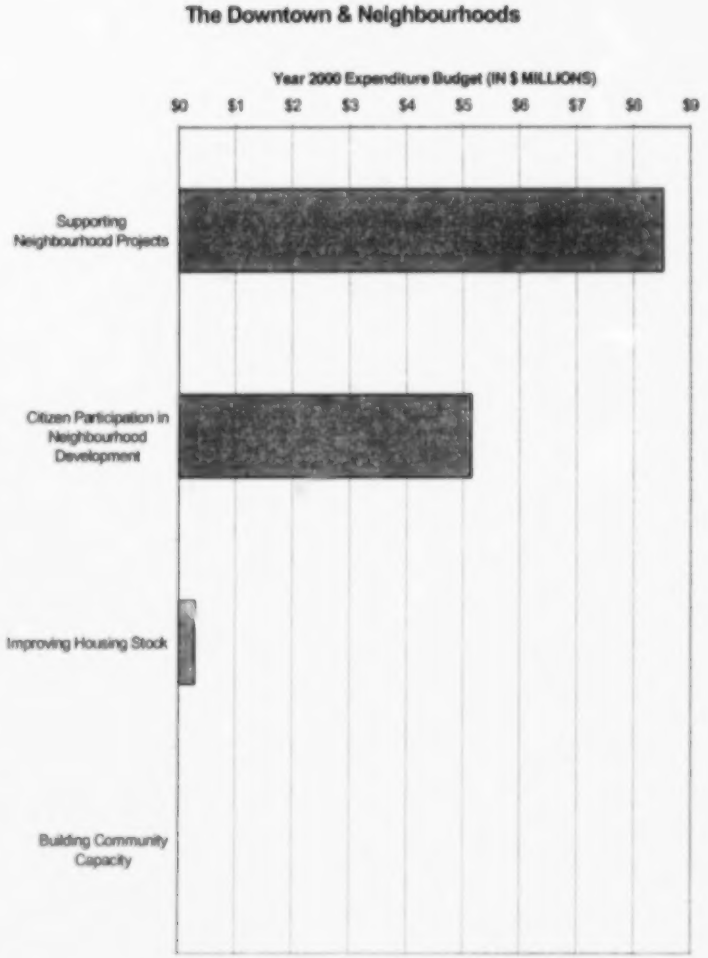
In support of the draft Plan Winnipeg - Downtown and Neighbourhoods, and a range of Council policies and measures, the following
services will be provided, and service goals and strategies implemented in 2000-2002.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Supporting Neighborhood Projects [Planning, Property & Development]	Winnipeg Development Agreement (WDA) programs valued at over $10 million in targeted neighbourhoods MWCRP @ $7 M over past 5 years; capital projects in neighbourhoods/BIZ's	Coordinate implementation of the Winnipeg Housing Initiative; develop strategies to encourage housing in the downtown; work in partnership with Business Improvement Zones (BIZs), community groups, neighbourhood institutions, residents and stakeholders to develop strategic plans to stimulate neighbourhood economic development; develop revitalization strategies to promote neighbourhood investment; deliver Winnipeg Development Agreement (WDA) and Residential Rehabilitation Assistance Programs (RRAP) programs and projects.
Citizen Participation in Neighborhood Development [Planning, Property & Development]	16 Business Improvement Zones representing over 5,500 businesses 20 streetscaping projects per year under a $1 million capital budget	Prepare downtown neighbourhood management and secondary plans; develop a parks and open space development framework; review applicable land use by-laws to ensure alignment with current development trends; work in partnership with Business Improvement Zones (BIZs), community groups, neighbourhood institutions, residents and stakeholders to develop strategic plans; develop revitalization strategies to promote neighbourhood investment.
Improving Housing Stock [Planning, Property & Development]	$3M/year in residential rehabilitation program dollars across the City	Develop strategies to encourage housing in the downtown, and support Council's efforts developing a strategic housing policy.

Building Community Capacity [Community Services]	30 Community forums facilitated 55 consultations on neighbourhood issues participation in 51 community networks	Continue to build the Community Resource Area model, as a foundation for needs based and integrated service. Develop a community database, including neighbourhood profiles, as a basis for determining priority needs and core services. Work with community-based organizations and residents, fostering partnerships that ensure community participation in program development and strengthen neighbourhood capacity in high need areas, including the urban aboriginal community.

Other services provided by the City and described in the remaining chapters of this Plan also contribute to the health and vitality of the City's downtown and its neighbourhoods.

Downtown and Neighbourhoods - Council's investment by Service



In addition to the services above, Council provides leadership through the following boards, commissions or outside agencies:

CentreVenture A public-private partnership established as a downtown development corporation to provide entrepreneurial leadership in the resurgence of the downtown to achieve the "CentrePlan" vision. CentreVenture includes a business development function and a historic redevelopment function.

Forks North Portage Partnership A partnership to undertake the redevelopment of the North Portage Area in accordance with the Shareholders' Agreement adopted by Council in 1983.

Downtown BIZ and Exchange District BIZ Business owner organizations to beautify, improve and maintain lands within the BIZ and to promote the BIZ as a place for retail and commercial activity.

Housing Steering Committee A Council appointed Committee to prepare an implementation/business plan to effect the intent of the "draft" Winnipeg Housing Policy.

Winnipeg Housing Rehabilitation Corporation An arms-length City corporation responsible for the

acquisition, improvement and rehabilitation or conversion of existing buildings for housing accommodation of all kinds for sale or rent to persons of low or modest income.

Government And The Economy

5. Government and the Economy

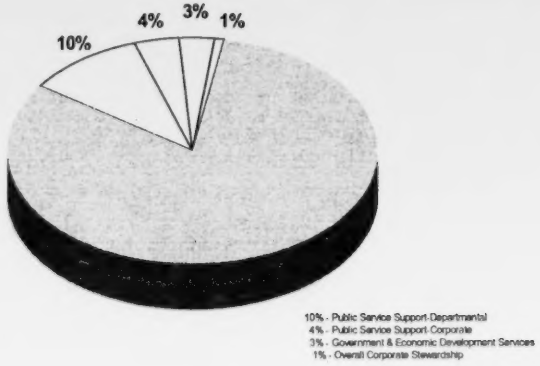
Winnipeggers indicated through the various consultation processes that they expect good government - effective and efficient in its operations, and principled in its actions.

The City provides many services in support of good government including, but not limited to, voting and election support, citizen complaint investigation, property assessment, and citizen information services. In addition, Council charges the Chief Administrative Officer (CAO) with responsibility for the efficient use of the organization's resources. Through planning, strong accountability, a growing emphasis on performance management, and a high level of attention to the effective management of human and financial resources, physical assets and information (including information technology), the CAO ensures efficient service delivery. The internal services outlined in this chapter, directly support the delivery of services to the public. An effective and efficient local government is important to citizens and contributes to a healthy economy.

The City of Winnipeg also helps create the environment and the infrastructure necessary for economic growth. It provides high-quality infrastructure, services and amenities that support the retention and expansion of existing business and that help attract new ones. The City provides several direct services in the area of economic development, including business liaison, strategic events attraction and film liaison.

In addition, the City supports economic development through several arms-length organizations including Economic Development Winnipeg, Tourism Winnipeg, the Winnipeg Convention Centre, and Winnipeg Enterprises.

Council's Investment as a % of the total operating budget



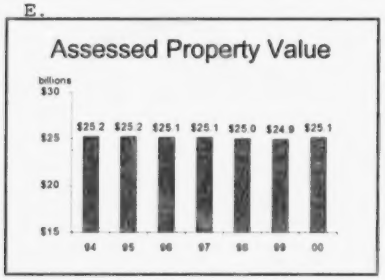
Council's Strategic Priorities

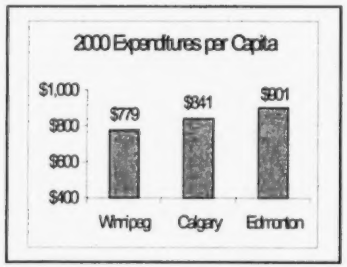
The Cost of Running Winnipeg's Government - "We provide a significant number of services to citizens. Our goal is to get more value from those services at a more affordable cost and to do fewer things better." (Spring '99 Report to Citizens)

Context: The City of Winnipeg relies heavily on property taxes for its revenue. On average, there is a 0.7% annual increase in the assessed value of residential properties and a 1.5% annual decrease in the assessed value of non-residential properties. When holding the mill rate, this very low growth means the City's revenues are essentially flat *(Chart E)*.

And, compared to other cities, Winnipeg has amongst the lowest per capita gross expenditures for principal tax-supported services *(Chart F)*.

E.





However, debt, inflation, and salaries continue to put pressure on expenditures, and the gap between expenditures and revenues needs to be addressed.

Affordability continues to be a priority for citizens. Real disposable income per capita has been below $17,000 since 1994 (in constant 1992 dollars), and it is only now projected to increase. In a 1999 report by the Federation of Canadian Municipalities, Winnipeg was identified as one of the least affordable cities in Canada for the total population. While our cost of living is generally lower, so too are our wages and salaries.

Council remains committed to reducing the overall cost of government and to ensuring that citizens receive good value for their tax dollar. The City's flat revenue stream, expenditure pressures, and citizen expectations regarding affordability will require strategic and aggressive planning and budgeting decisions.

The City has already begun a comprehensive program of action to make civic government more affordable.

Government - What is being done?:

- 12 Alternative Service Delivery (ASD) initiatives
- Comprehensive review of all internal service functions

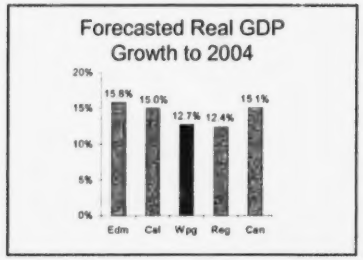
- Best practices implementation, cross departmental initiatives, and technological improvements across all services to reduce red tape, enhance customer service and increase efficiency
- Efficiency and economy reviews (current focus: Police and Real Estate)
- Strong constructive working relationships with staff and unions
- No new external debt for tax supported programs
- Financial Management Plan

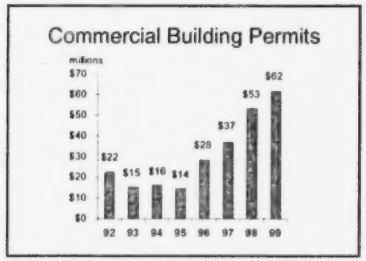
Economic Development – "Our goal is to expand our tax base. We can do that through supporting growth of local business and attracting new firms and people to Winnipeg." (Spring '99 Report to Citizens)

Context: Economic development is key to any city's well-being, and Winnipeg is one of the most economically diverse cities in Canada. The Conference Board of Canada's most recent update predicts a 12.7% growth in Winnipeg's GDP over the next 5 years. Overall for Winnipeg, the Conference Board is forecasting 5300 jobs per year (average) over the next 5 years and an unemployment rate in the 5-5.5% range through to 2004. An early indication of this economic growth is found in the value of commercial and industrial building permits which has been growing steadily over the past 4 years *(Charts G & H)*.

G.

H.





When we look at the forecasted growth in the economy, we also need to look at our city's capacity to accommodate such growth. Some particular pressure points include both a relatively low vacancy rate and supply of fully-serviced, high-quality industrial land. In addition, Winnipeg's comparatively low wages and labour requirements may make it more difficult to attract workers to fill critical positions. Finally, economic growth can stimulate demand for greater investment in streets, sewer, tax credits and other amenities which cost money and return little revenue to the City in the near term.

The City has adopted a wide range of initiatives to ensure that Winnipeg can meet or, as it has done recently, exceed the Conference Board's positive growth projections. Some key themes have included technical innovation, administrative and regulatory improvements, and the international marketing of Winnipeg's amenities and community spirit. Here, too, increased affordability is playing a major role.

The Economy - What is being done?

- CentreVenture
- Comprehensive economic development strategy under development including a competitiveness and incentive policy
- Support for business, film and BIZ groups liaison functions
- Funding support to Economic Development Winnipeg, Convention Center and Tourism Winnipeg
- Reassessment of zoning and by-laws
- Streamlined processes that support economic development, eg. one stop shop for developers, building permits on line, automated building inspections
- Support for the Mid-Continent International Trade Corridor and trade missions
- Strategic events attraction including International Indigenous Games, World Softball Championships, stop on the PGA Seniors Tour, National Figure Skating Championships
- Advocate for "Smart Winnipeg"

Government and the Economy - The Action Plan

In support of the draft Plan Winnipeg - Government and the Economy and a range of Council policies and measures, the following services will be provided, and service goals and strategies implemented in 2000-2002.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Citizen Access [Mayor's Office / City Council / City Clerks] (Organizing & Conducting Civic Elections, Citizens' Information Services, Mayor's Office / Council Services, Council/Administrative Decision Appeal Hearing, Criminal Record Search, Archives & Records Management)	• 2,500 citizen inquiries monthly • 162 tours annually • 3,750 certified / sealed legal documents & by-laws sold or prepared annually • 75 access to information / FIPPA requests annually • Board of Revision: 453 hearings & 5,286 appeals heard annually • Board of Adjustment: met 24 times; issued 567 orders annually • Appeals Committee of Council met 21 times; heard 79 appeals annually • 20,000 criminal record searches annually, 1,000 criminal record removed annually • Respond to 189 requests from outside researchers annually • Acquisition, indexing & shelving of 2,574 lineal feet of records annually • Confidential destruction of 1,059 lineal feet of records annually.	Insure access to government, enhance response times to citizen correspondence, coordinate Mayor's public engagements and media relations, analyze strategic issues and prepare discussion and policy papers for Council's consideration. Improve civic election service and decrease costs, legislative changes and further utilize information technology to improve services. Improve citizen information services through greater use of information technology and improved official language service. Improve appeal hearing processes through enhancement of information technology, information exchange, and workflow, increase public awareness of appeal procedures, and improve media communications. Improve criminal record search services through periodic audits to verify data, monitoring customer satisfaction, studying automation possibilities, up-dating statistics package, reviewing and establishing performance measures. Further develop archive/records mgmt practices, acquire additional storage facilities, lead the implementation of imaging/document management and related technologies, assist departments with records mgmt practices, partner with other levels of Government including Provincial Ombudsman, provincial and national archives, seek entrepreneurial assistance/other outside partnerships.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)

Overall Corporate Stewardship
[Office of the CAO / Office of the CFO / EPC Secretariat City Clerks / Audit]
 	
(Governance Support, Legal Services, Supporting Civic Performance, French Language Services, Auditing)
	• Routine information - 1,850 queries
	• Proactive information & advice - approximately 2,300 items handled
	• Responses to governing body information requests - 3,450
	• 259 Council, Standing Policy Committee & Community Committee meetings supported (1998)
	• 200 By-laws drafted
	• Represent the City's interests in:
	  • 215 sales / purchase /real estate transactions
	  • 170 zoning /funding agreements
	  • 125 statements of claims defended
	  • 100 By-law court trials
	• Court appearances (cases/days) - 200/100
	• Support to Plan Winnipeg process
	• Annual report on civic performance
	• Administrative leadership retreats - 2
		Improve governance support services through increased use of information technology, improve policy support capabilities, increase accessibility to information, and realign staff.
		
		Focus legal services on minimizing financial exposure, develop a corporate risk management strategy, identify opportunities for increased revenues, increase participation in negotiations with third parties, improve communication with clients, and participate early in corporate projects and initiatives.
		
		Work with Council to enhance timing and alignment between Plan Winnipeg, Council Priorities and the Action Plan and Budget, identify priorities for organizational change and corporate system improvements, establish a tracking system for initiatives, develop accountability and systems for measuring and reporting performance, create a performance reporting format, identify factors to improve issue response and initiate improvements, establish a plan for leadership development and succession.
		
		Conduct a review of Internal Services (Finance, HR, IT and Physical Assets) with a particular focus on roles/responsibilities, policy and administrative guidelines, and technology (ERP).
		
		Enhance organizational understanding of Audit's mandate, conduct Controlled Risk Self Assessment workshops, pilot an audit planning and risk assessment protocol, and research and promote audit best practices.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Financial Stewardship Services [Office of the CFO / Corporate Finance] (Accounting, Financing and Cash Management, Financial Planning and Budgeting, Financial Reporting, Payroll and Benefits, Risk Management, Business Planning and ASD Support) Note: This section reflects Corporate Finance strategies and service outputs only. A significant amount of financial stewardship activity occurs within line departments and efforts to evolve to a more complete reporting are underway.	1999 actual: ▪ Annual Capital Estimates and five-year forecast ▪ Current estimates including Tax-supported and Utilities ▪ Annual Budget Summary ▪ Financial Management Plan ▪ Departmental Business Plan reviews ▪ ASD proposal reviews ▪ Major capital project reviews ▪ Ten year operating tax-supported forecast ▪ Accounts payable cheques distributed & reconciled - 113,756 ▪ Special trust payments reconciled - 29,568 ▪ Deposits processed & reconciled - 16,776 ▪ Transactions processed - central cashiers - 79,262 ▪ Charitable donation receipts issued - 1,250 ▪ Investment interest earned - $13.2 million ▪ Direct deposit transactions - 210,000 ▪ Paycheques - 40,000 ▪ Claims processed - 5,654	Update, develop and improve access to financial policies and procedures, review systems, continue decentralization of transaction processing. Test, solicit approval and implement tools/systems to support Alternative Service Delivery (ASD) and business planning initiatives, provide ASD and business planning leadership, coordination, and workshops, and improve communication, linkages and partnerships within the City. Develop a formal debt management policy and a statement of investment policy and goals, improve cash forecasting process, review debenture registration process, and review existing banking contract and service delivery, review current business processes. Improve forecasting methods/tools, update the Financial Management Plan and improve performance reporting, integrate the business planning and corporate budget process, develop a balanced 3 year service-based corporate budget that integrates the capital budget. Develop a strategy to replace the existing Financial Management System (FMS) with an Enterprise Resource Planning (ERP) system, develop Control Self-Assessment, and strengthen the controllership model. Review payroll system for technology upgrade or outsourcing, investigate the car allowance system and Employment Insurance record of employment for efficiencies, review and update manuals.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Assessment and Taxation [Assessment/Corporate Finance/ Community Services] (Property Assessment, Business Assessment, Personal Property Assessment, Assessment Research, Assessment Roll Preparation, Assessment Review & Appeals, Taxation, Taxation of Home Based Businesses, Tax Liability)	• 30,[illegible]0 valuation notices issued in maintenance year and 200,000 valuation notices in general assessment year • 18,000 business premise occupants • 132 personal property valuations annually • 200 assessment research requests handled annually • 40,000 changes to realty & business assessment annually • 3, 500 users of review and appeal system in maintenance year, in an assessment year the volume rises to 28,000 users Annual Billing & Adjustment statements: • real & personal property tax - 230,000 • grants in lieu of taxes - 1,000 • business premise tax - 18,000 • local improvement tax - 6,600 • billboard tax - 620 • mobile home license fee - 610 • issue 3,276 licenses in	Initiate public education programs regarding property assessment, enhance public access to information, improve the accuracy and integrity of data, and enhance customer service through the implementation of a neighborhood assessor concept. Build integrated assessment administration/technological systems for business assessment; increase staff knowledge on property leasing/property mgmt. Enhance communication with owners of personal property, establish a process to gather inventory changes more efficiently, investigate options for replacing outdated assessments on utility distribution systems. Improve information flow in the assessment role preparation; reduce the likelihood of data errors by maximizing the electronic transfer of corporate and external data. Expand initiatives to reduce appeals: Industry Advisory Committees Preview program, public education, and quality checks. Improve taxation services through greater attention to collection of payments in lieu of realty tax, improved A/R system for the BIZ, amalgamation of systems for business tax and license in lieu of business tax, implement new computer system, monitor customer service, enhance methods of payment. Increase collection of license in lieu of business tax through linkages with other agencies/levels of govt., research best practices and implement where feasible. Be proactive in the determination of the eligibility for

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Human Resource Stewardship [Corporate Services] (Collective Bargaining, Education and Development, Employee Compensation, Employment Contract Administration, Employee Counseling, Equity and Diversity, Occupational Health and Safety, Occupational Hygiene Assessment, Staffing) Note: This section reflects Corporate Human Resource strategies and service outputs only. A significant amount of human resource stewardship activity occurs within line departments and efforts to evolve to a more complete reporting are underway.	• 4 Contracts negotiated • 25 grievances to arbitration • 4,196 employees involved in general courses / seminars • Job evaluations/WAPSO ratings completed - 109 • Job market surveys - 12 • Evaluation training - 45 hours • Benefit appeals - 12 • 461 new Employee Assistance Program (EAP) clients and 66 EAP workshops • Diversity training - 162 hours • Human Rights/ workplace complaints - 37 • 662 employee medicals • 2,358 audiometric assessments • 68 wellness-related sessions • 50 ergonomic assessments • 1,334 employees involved in safety training • 17 major accident investigations • 281 safety inspections • Entry level applications received & processed - 1,237 • Positions facilitated hiring - 388 • 584 employees tested • Ads & bulletins issued - 282 • Exit interviews - 13	Develop the framework for soliciting input from key stakeholders; improve access to grievance, arbitration and policy data; develop labour costing model and budgeting process; develop a labour negotiation strategy. Support the development & implementation of a Performance Management System, develop & implement Leadership Development programs, provide staff development programs. Develop and implement senior administration and management compensation plans, redesign the CUPE classification system, delegate more authority to departments, develop and maintain a market survey database for the city-wide compensation network. Provide consistent follow-up on wellness issues, provide educational opportunities related to wellness, promote and encourage employee participation in wellness activities. Support an equitable and diverse workplace through research, policy advice, educational strategies, monitoring systems, partnerships with the community, and investigating workplace conflict, harassment and discrimination complaints. Provide assessments & consultation (interpretation) related to occupational safety & health (& hygiene), provide training / education opportunities, communicate current information to the organization, provide impartial analysis of cause of accidents and recommendations for future prevention.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Information Stewardship Technology Related Services [Corporate Services] (Information Technology Operations Infrastructure Provision, Information Systems Provision, Database Provision, Electronic Communications Infrastructure Provision) Note: This section reflects Corporate Information strategies and service outputs only. A significant amount of information stewardship activity occurs within line departments and efforts to evolve to a more complete reporting are underway.	• computer virus detection / prevention and damage avoidance estimated annual savings of $500,000 • 5,784 data and voice communication lines managed • OS/390 online transactions per day - 360,000 • System software products maintained - 130 • E-mail / workgroup enabled PC networks supported - 100 • Mainframe production systems supported - 10 • Approximately 75 applications supported for; finance, public access, land based systems, administrative systems • Radio networks maintained - 13 • Radio network devices serviced & maintained - 4,700 • Electronic equipment projects completed - 200 • Data warehouse includes Finance and HR data • 4 major database systems supported	Identify opportunities for cost reductions in technology hardware and software, develop IT security policies, improve data backup methodology, research and develop a business case to recommend technologies, develop IT infrastructures, develop fee for service opportunities. Formulate a policy model, develop an IT plan for corporate systems, develop a shared vision for customer service, examine partnering opportunities with other levels of government, implement a standard systems development architecture, implement a desktop software standard, complete the development of the tax/EAR system, develop and implement an emergency preparedness information technology plan, establish performance measures. Conduct ASD feasibility study of radio shop, research and recommend technology improvements, identify opportunities for cost reductions, evaluate new and expanded service opportunities, and maintain infrastructure provision at existing levels of service. Build in house capacity to support Oracle, expand the data warehouse.

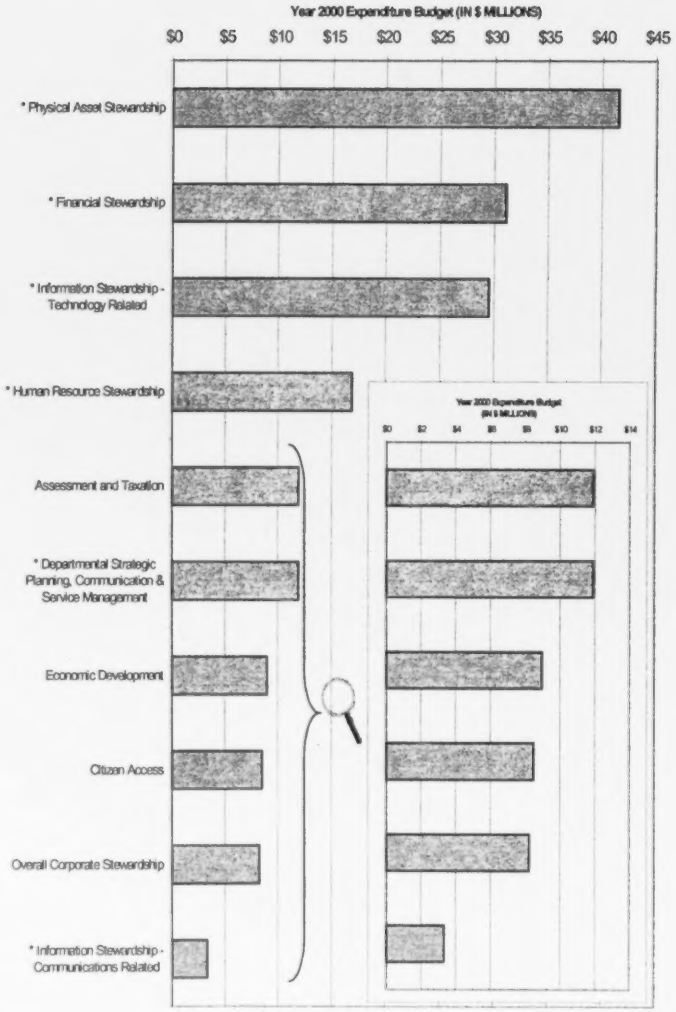
Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Information Stewardship **Communications Related Services** [Corporate Services] (Communicating Civic Affairs, Corporate Communications, Creative Services, Mail Services, Printing Services, Records Management, Translation Services)	• Strategic communication support - 260 • Political communications liaison & support - 150 to 250 • Stories about civic government in the media - 150 to 250 • 10 Civic Pulse Issues/ 3200 copies distributed • 300,000 Internet hits/year • Special Speaker Breakfast Seminars - 270 attendees • Dollar volume of creative design - $15,078 • Provide interdepartmental mail services to 89 locations • Number of pieces of mail processed or accounts managed - 4,391,861 • Copies / impressions produced by the internal print centre - 12,000,000 • 1,888 pages translated	Establish baseline of public opinion, develop a long term strategic communication plan, develop protocols and procedures, develop civic image, develop communication themes, develop strategy with political staff to address needs, and develop systems to identify and monitor operational and emerging issues. Develop and support strategic internal communication initiatives and services and linkages. Provide support for corporate projects, initiatives and programs, develop and implement a comprehensive strategy to address internal communication needs. Increase volume of creative services processed by 30% from current volume, identify critical projects /services and redirect less critical projects /services to outside suppliers. Offer improved mail service through increased number of interdepartmental mail locations, assist clients understand new postal regulations, implement streamlined processes to ensure accurate and economical processing of mail through Canada Post. Conduct and complete ASD Feasibility Study for Printing Services. Inform/educate clients of translation services offered and monitor customer satisfaction.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Physical Asset Stewardship [Public Works/ Planning, Property and Development/ Corporate Finance] (Building Management, Fleet Management, Materials and Supply Management) Note: This section reflects only some of the Physical Asset strategies and service outputs. Most physical asset stewardship activity occurs within line departments and efforts to evolve to a more complete reporting are underway.	1999 volumes: ▪ Maintain over 1,100 buildings/sites with a maintenance budget of $24.4 million ▪ Maintain approximately 6.5 million square feet of buildings ▪ Manage a fleet of 2,422 units (18% light vehicles, 16% medium and heavy trucks, 65% equipment) ▪ Acquire goods /services - $200 million ▪ Disposal of surplus assets- $750,000 ▪ Process $9.5 million in GST rebates and $5.2 million in input tax credits	Improve building operation and maintenance techniques to increase efficiency, increase customer satisfaction by providing timely and effective services, negotiate a viable and sustainable corporate civic building accommodation model with clients, building users, Public Works and Planning, Property and Development Services departments. Identify the needs and expectations of equipment and fleet customers on an ongoing basis through the use of appropriate measurement instruments. Develop and implement service strategies that meet the needs of customers, reduce the backlog of equipment that must be replaced, develop a marketing strategy to increase business opportunities, conduct an ASD feasibility study. Provide a clearly understood supply chain business framework, provide easy to use city-wide supply chain processes, develop staff proficiency, improve customer service.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Departmental Strategic Planning, Communication and Service Management [Line Departments] Note: This section contains service level outputs and goals and strategies from Public Works only. Efforts to evolve to a more complete reporting are underway.	Public Works: ▪ 55,430 inquiries received by Call Centre ▪ 18,784 service requests ▪ 375 media inquiries/contacts ▪ 1 marketing plan developed ▪ 7 public events coordinated ▪ 1 staff customer training session ▪ Public service business plan coordinated ▪ 8 internal department process improvement initiatives commenced ▪ 5 process improvement initiatives completed	Public Works plans to design and implement a system for consulting with key stakeholders and measuring customer satisfaction; develop and implement a comprehensive departmental customer service strategy; develop and implement a departmental process improvement framework; develop and implement communication plans for selected departmental public services; coordinate the development of a departmental web-site; establish a quarterly employee newsletter; conduct semi-annual employee information sessions; and conduct bi-monthly employee survey.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies (2000 - 2002)
Economic Development [EPC Secretariat/ CAO Secretariat/ Planning, Property and Development, Corporate Finance]	▪ 60 individual properties sold at $3 million in net revenue ▪ 725 properties in some form of negotiation & preparation for sale	Review existing policies, develop policy regarding use of City-owned land/buildings for economic development, assess role regarding Centre Venture, review all funding or development programs for the downtown, develop policy on appointment of dedicated project managers to specific proposals.
(Improving Business Opportunities, Managing Strategic Initiatives, Surplus Land Sales, City Land Leasing, Wholly-owned Corporation Grants, Land Transaction Management)	▪ Approximately 850 individual leases at $1.2 million net revenue ▪ Administer corporate grants to Convention Centre, Tourism Winnipeg, Economic Development Winnipeg, Winnipeg Enterprises Winnipeg Housing Rehabilitation	Coordinate City's support to Centre Venture, develop options for fast-access of external services, identify potential strategic initiatives, increase capacity to manage new strategic initiatives, develop strategic events attraction strategy, develop competitive position of Winnipeg and explore networking opportunities to identify events and access event organizers.
	▪ 2000 - Senior PGA Golf Championship, World Senior Softball Championship, International Soccer Games ▪ 2001 - Canadian Figure Skating Championship	Undertake an "operational audit" of Real Estate division, review existing and/or create new standards, create internal processes and delegations, improve the recruitment of qualified staff, develop a reporting program for financial information and as an analytical tool, establish a policy review process.
	▪ 2002 - North American Indigenous Games.	Maintain reporting relationships with wholly owned corporations, and administration of budget and disbursement of funds.

Government and the Economy - Council's Investment by Service



Economic Development Winnipeg To formulate an economic development strategy for Winnipeg to generate economic growth within the City.

The Convention Centre Corporation To promote, establish, own, maintain, organize, operate, conduct, and manage a convention centre & other buildings & facilities for the promotion of the City of Winnipeg as a North American Convention Centre.

Winnipeg Enterprises Corporation To construct, maintain, and operate facilities such as the Winnipeg Stadium and Winnipeg Arena.

Tourism Winnipeg To prepare, deliver, implement & evaluate tourism marketing plans & strategies to contribute to the economic growth of the City.

Various BIZ Groups To beautify, improve and maintain lands of the City in the Zone and to promote the Zone as a place for retail and commercial activity.

Alternative Service Delivery Committee To recommend to Executive Policy Committee (EPC) the ASD Review Agenda; To evaluate feasibility studies, business plans and annual reports pertaining to SSUs. To ensure completion of a 3 year effectiveness review; To perform any other function or responsibility deemed necessary to EPC and Council.

Board of Appeal (Local Improvement Assessment Appeals) To hear complaints and have all the powers vested in the Board of Revision in dealing with certain appeals from the general assessment roll of the City for a local improvement.

Diversity Committee To recommend policies, programs, & projects of a proactive & reactive nature designed to improve race relations in the City of Winnipeg.

Access Advisory Committee To advise the Mayor & Council on the present and future status of the City of Winnipeg's information, properties, and service accessible for persons with disabilities to the benefit of all citizens.

Task Force on the Implementation of French Language Services More information to follow.

Federation of Canadian Municipalities To pursue the interests of all Canadian municipalities, particularly as these are affected by the actions of the Government of Canada or the Provinces and Territories, acting at the inter-provincial level.

Winnipeg Region Committee To identify land use issues affecting the Winnipeg region, and to consider appropriate means by which Winnipeg, the neighbouring municipalities and the Province can work together to address these issues for the region's long-term benefit.

Secretariat Committee To act as a governing body of Council in establishing policies relating to Council activities.

Association of Manitoba Municipalities Inc. A political lobby for municipalities throughout the Province of MB.

Records Committee To implement policies and procedures approved by Council, for the management, retention, safekeeping, disposition and destruction of records in all departments. The Committee reports on the management and condition of records keeping and information handling, and determines suitable retention and disposal authority and procedures for all City records and submits an annual report to Council.

Joint Committee of Council Members & C.U.P.E. Representatives To examine and discuss concerns regarding the employment of seasonal, limited term, and part-time personnel.

Audit Committee To deal with all audit matters pursuant to Section 17 of By-law No. 7100/97.

Advisory Committee on Aboriginal Affairs To provide advice, guidance and support to Council in terms of the City of Winnipeg developing & implementing culturally

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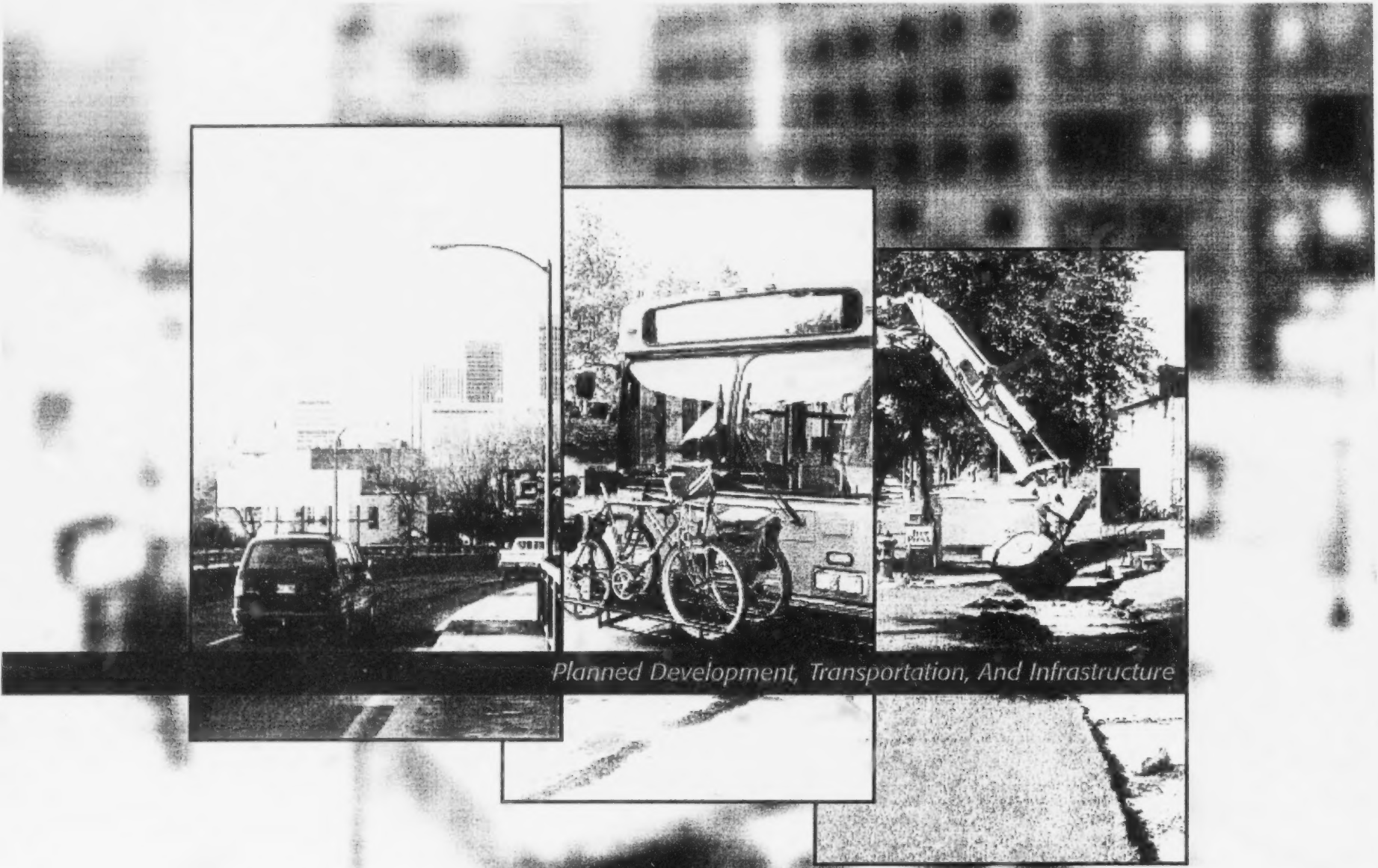
* These internal services directly support the delivery of services to the public. Some departments (the utilities) have fully allocated their internal service costs to their public services. In future years, all internal service costs will be fully allocated to the city's public services.

appropriate policies, programs & services relating to the Aboriginal citizens of Winnipeg.



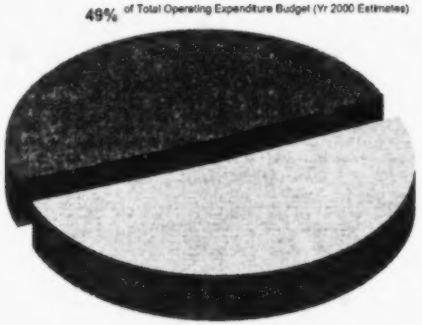
Planned Development, Transportation, And Infrastructure

6. Planned Development, Transportation and Infrastructure

Council's priorities and the new draft of Plan Winnipeg identify infrastructure and transportation systems as essential to meeting the economic and social needs of residents and businesses, and as critical to maintaining a liveable city.

The City provides many services in this area including access to roads and pathways, snow clearing, transit services, urban planning, hydroelectric power, and water and waste services. These are the services which keep Winnipeg moving and keep Winnipeggers working. They are vital, as well, to our capacity to attract new investment and new businesses to the City - like the recent Schneider's expansion - so that we can create new opportunities for our citizens. Managing these services well is one of the most important factors in ensuring that our City remains healthy, vibrant --- and sustainable.

Investment as a % of the total operating budget



Council's Strategic Priorities

Infrastructure - "Our goal is not only to repair and replace city streets and sewers, but also to look at creative transportation ideas and develop a wired downtown to meet the needs of the information age." (Spring'99 Report to Citizens)

Context: The Strategic Infrastructure Reinvestment Policy (SIRP) report of May 1998 identified an annual investment deficit in infrastructure of $82 million, including a $27.5 million deficit in residential streets, $11.5 million in sewers and $10.2 million in regional streets. In order to get debt financing costs under control, necessary investment in infrastructure has had to be deferred, and scarce capital funds allocated very strategically.

Since 1998, the City has begun taking steps to address the infrastructure deficit. For example, the Capital Investment Plan for 2000-2005 allocates 1.1 billion to capital investment, including an annual investment in residential streets of 10-12 million *(Chart I)*. With respect to the City's transportation network, the vast majority of citizens believe it is easy to get around in Winnipeg (Chart J).

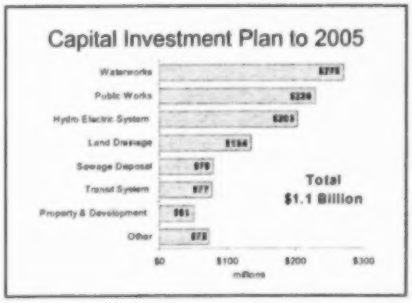
The City is addressing issues with respect to transportation and infrastructure through a number of policies and initiatives.

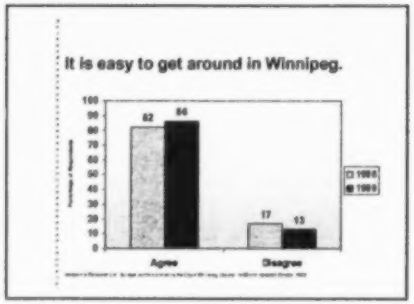
Development, Transportation and Infrastructure - What is being done?

- Increased investment in infrastructure
- Maintenance of asset replacement reserves to fund investments without need for external financing
- Adoption of 5 year Capital Budget emphasizing pay as you go and long term infrastructure renewal
- Advocate for infrastructure funding from federal and provincial governments resulting in additional funding
- Regional and residential street improvements and renewals (with provincial assistance)
- Bus replacements and overall improvements to transit service including priority lanes
- Increased attention to asset management policies, systems, practices and training

I.

J.


Capital Investment Plan to 2005
Waterworks
Public Works
Hydro Electric System
Land Drainage
Sewage Disposal
Transit System
Property & Development
Other
Total
$1.1 Billion
$0
$100
$200
$300
millions


It is easy to get around in Winnipeg.
100
90
80
70
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50
40
30
20
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0
82
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13
Agree
Disagree
1986
1999

Infrastructure - "Our goal is not only to repair and replace city streets and sewers, but also to look at creative transportation ideas and develop a wired downtown to meet the needs of the information age." (Spring'99 Report to Citizens)

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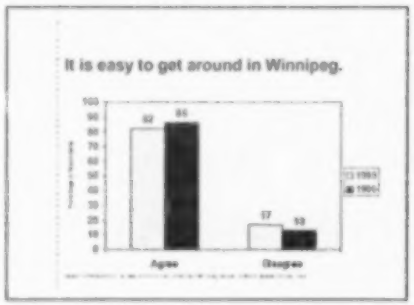
I.

J.

Capital Investment Plan to 2005
Total
$1.1 Billion


It is easy to get around in Winnipeg.
82
85
17
10
Agree
Disagree

Planned Development, Transportation and Infrastructure - The Action Plan

In support of the draft Plan Winnipeg - Planned Development, Transportation and Infrastructure, and a range of Council policies and measures, the following services will be provided, and service goals and strategies implemented in 2000-2002.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Development Management [Planning, Property & Development]	• 1,600 development applications reviewed	Prepare and maintain Development Application guidelines.
Survey Infrastructure Management [Planning Property and Development]	• Approximately 125,000 survey monuments located throughout the City	Develop survey infrastructure maintenance, restoration and quality control program (2002), restructure workflow-tracking system, improve request process, and improve departmental policies and procedures.
Land Information Sales [Planning Property and Development]	• Data to be collected	Develop and implement application development plan, enhance public access to land information, develop information sharing agreements with other departments, develop a marketing plan and a pricing policy, establish an internet site for information to the public, increase automation, review procedures and services to identify gaps, overlaps and potential duplication.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Land Development [Planning, Property and Development]	Approximately • 3000 plans reviewed annually • 250 applications processed annually • 6,500 building permits issued • 4,000 zoning memos issued annually • 170 active development agreements	Review and streamline the permit and development application processes, review statutory requirements, communicate permit processes and requirements to citizens, improve communication with clients, review appropriateness of fees, improve methods of evaluating declared values of construction.
Parking in Parkades and Parking Lots [Planning, Property & Development]	• 1,800 parking stalls in parking structures • 3,500 stalls in surface parking lots	Develop an enhanced/improved parking agency (ASD), research and implement specific cost effective improvements in the safety of parking facilities, assess customer needs, survey market rates, improve existing snow removal contracts.
Traffic Law Enforcement [Police]	• 209,239 Parking Offence Tickets issued • 48,289 Traffic Offence Notices issued • 13, 976 traffic accident reports taken	Expand problem solving strategies, develop and implement educational strategies, implement the Red Light Camera enforcement system, increase presence on the City's waterways, study the possibility of accident reporting being done by province or MPI, actively pursue unpaid parking tickets, conduct reviews for opportunities for streamlining, service improvements and restructuring.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Access to Paths and Sidewalks [Public Works]	• 309 kilometres of pathways & walkways maintained in parks • 3200 kilometres of sidewalks cleared of snow	Improve operational efficiencies over the next 2 years.
Access to Roadways [Public Works] (in 2001, this very large service will be broken down to provide more detailed planning/budgeting/performance information)	• 1720 lane kilometers of regional streets • 5030 lane kilometers of local & collector streets • 900 lane kilometers of alleys • 196 bridges & structures	Implement a fully integrated transportation information system over the next 5 years, complete development and implementation of road and bridge asset management system within 3-5 years. Participate in adoption of a new transportation plan, develop and implement a new development review process, inventory all existing traffic control devices, become more proactive with neighbourhood traffic issues within the next 2 years.
Chartered and Special Events Transit [Transit]	• Varies dependent upon events services	Pursue opportunities with major employers for employer funded dedicated services.
Handi-Transit [Transit]	• 450,000 rides (1998)	Reduce advanced booking requirements from 48 hours to 24 hours, improve service reliability, conform to eligibility rules and control, and improve productivity.
Regular Transit [Transit]	• 39 million annual revenue passengers	Improve speed and reliability, improve comfort, convenience, safety and accessibility, improve productivity and make financial improvements, improve passenger information, improve environmental sustainability.

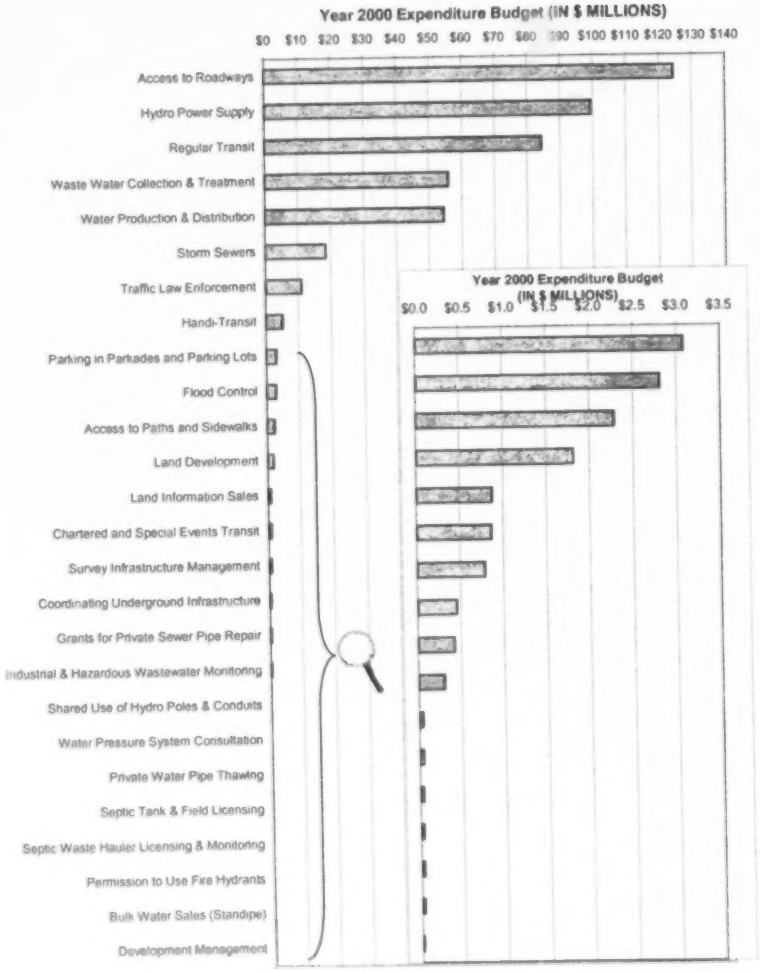
Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Hydro Power Supply [Hydro]	• 2.3 billion kilowatt hours of electricity consumed annually	Develop a strategic alternative for a combined electrical & gas utility to service all Winnipeg, maximize power generation, ensure sufficient supply of electricity to meet current and forecasted customer energy requirements, minimize losses and improve reliability of electrical transmission system, optimize profit for the utility, expanded use of low rider buses.
Shared Use of Hydro Poles & Conduits [Hydro]	• Data to be collected	Expand the infrastructure rental program, review and set rental rates for varying types of use, develop rental agreements with potential customers, incorporate future infrastructure space & facilities for rental purposes.
Coordinating Underground Infrastructure [Public Works]	• 16,000 to 17,000 information requests per year	Establish an internet accessible composite construction list, establish a process to ensure as-built drawings are received in a timely manner, streamline the approval process, expand the cost recovery to include all internal and external services provided by the branch, develop a customer service manual.
Flood Control [Water and Waste]	• 28 pumping stations • 7 underpass pumping stations • 87 pumps	Improve level of flood protection, implement FPS SCADA, control/minimize costs; improve customer satisfaction.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Storm Sewers [Water and Waste]	▪ 2175 km of land drainage sewer mains and 475 km catch basin connections ▪ 39,000 catch basins ▪ 259 outfalls	Improve customer satisfaction, control/minimize costs, move LDS to a utility, improve reliability, reduce basement flooding, develop a Capital Region LDS strategy.
Septic Tank & Field Licensing [Water and Waste]	• 44 licenses per year	To improve customer satisfaction, to reduce operating costs.
Septic Waste Hauler Licensing & Monitoring [Water and Waste]	▪ 42 septic hauler licenses ▪ 20 by-law inspections per year ▪ 400 tests of septic haulers per year	To improve customer satisfaction, to have competitive rates.
Waste Water Collection & Treatment [Water and Waste]	• Average of 310 million litres collected & treated daily	Improve customer satisfaction; implement competitive sewer rates for all customer classes; address wastewater regulatory issues; improve quality and reliability of effluent charged to rivers and receiving streams; improve reliability and reduce service interruptions to public use of sewer system.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Industrial & Hazardous Wastewater Monitoring [Water and Waste]	▪ 38 industrial wastewater discharge licenses (annual) ▪ 32 other (wastewater / well water) discharge licenses (annual) ▪ 1200 samples of industrial waste (annual)	Competitive rates, improved customer satisfaction; expand programs
Grants for Private Sewer Pipe Repair [Water and Waste]	• 95 grants per year	To improve customer satisfaction
Permission to Use Fire Hydrants [Emergency Response]	• 168 permits issued per year	To improve customer satisfaction, to have competitive rates.
Private Water Pipe Thawing [Water and Waste]	• 99 service requests per year	To improve customer satisfaction, to have competitive rates.
Water Production & Distribution [Water and Waste]	• average delivery of 204 million litres of water per day	Provide high quality water that meets regulatory requirements, reduce service interruptions (# of events and time lost), optimize use of existing facilities, have competitive rates for all customer classes, improve customer satisfaction.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Bulk Water Sales (Standpipe) [Water and Waste]	• 760,000 litres per day	To improve customer satisfaction, to have competitive rates for all customer classes.
Water Pressure System Consultation [Water and Waste]	• 140 consultations per year	To improve customer satisfaction, to have competitive rates.

Planned Development, Transportation and Infrastructure - Council's Investment by Service


Year 2000 Expenditure Budget (IN $ MILLIONS)
$0 $10 $20 $30 $40 $50 $60 $70 $80 $90 $100 $110 $120 $130 $140
Access to Roadways
Hydro Power Supply
Regular Transit
Waste Water Collection & Treatment
Water Production & Distribution
Storm Sewers
Traffic Law Enforcement
Handi-Transit
Parking in Parkades and Parking Lots
Flood Control
Access to Paths and Sidewalks
Land Development
Land Information Sales
Chartered and Special Events Transit
Survey Infrastructure Management
Coordinating Underground Infrastructure
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Industrial & Hazardous Wastewater Monitoring
Shared Use of Hydro Poles & Conduits
Water Pressure System Consultation
Private Water Pipe Thawing
Septic Tank & Field Licensing
Septic Waste Hauler Licensing & Monitoring
Permission to Use Fire Hydrants
Bulk Water Sales (Standipe)
Development Management
Year 2000 Expenditure Budget (IN $ MILLIONS)
$0.0 $0.5 $1.0 $1.5 $2.0 $2.5 $3.0 $3.5

In addition to the services above, Council provides leadership through the following boards, commissions or outside agencies:

Winnipeg Region Committee To identify land use issues effecting the Winnipeg region, and to consider appropriate means by which Winnipeg, the neighbouring municipalities and the province can work together to address these issues for the region's long-term benefit.

Advisory Committee on Sustainable Development (Province of MB) To develop principles, concepts & ultimately the detail of a process for ensuring the sustainability of proposed developments; and the establishment of a broad based advisory group (the Advisory Committee) which will review the work of the core group & provide the main liaison with the stakeholder organization.

Strategic Infrastructure Reinvestment Program (SIRP)-Implementation Ad Hoc Committee To document the current infrastructure condition; to identify the needed investment both for upgrade and strategic investment; to establish a financial plan to fund the infrastructure investment; to identify such legislative and other amendments required to facilitate implementation of the financial plan; to recommend a strategy for policy implementation consideration.

Airport Vicinity Development Advisory Committee (ADVAC)

To provide a structured forum which permits all interested parties to exchange information on development initiatives related to the Winnipeg International Airport and surrounding area. To promote & monitor the implementation of AVDP strategies designed to protect the 24-hour operation of the airport; provide a forum for parties interested in airport related development initiatives; promote involvement and encourage dialogue with adjacent residential communities to support citizen participation; advise EPC on appropriate planning and decision-making re land use issues and development interest related to the airport vicinity; provide opportunities for governments/private sector interest to participate on the AVDAC; serve as a clearing house for airport-related development initiatives; co-ordinate & review all development initiatives related to the airport (eg. NHDA, West Side Containerport Initiative, DPR Land Designation, etc).

Board of Adjustment To hold public hearings to consider applications for variances and conditional uses in connection with various zoning by-laws of the City of Winnipeg.

Handi-Transit Policy Advisory Committee To review & provide advice to the Standing Policy Committee on Public Works on matters regarding service policy issues related to public service policies and accessibility issues related to public transportation service provided for physical disabled persons.

Access Advisory Committee To advise the Mayor & Council on the present and future status of the City of Winnipeg's information, properties, and service accessible for persons with disabilities to the benefit of all citizens.

Winnipeg Parking Authority To consider matters regarding the construction, maintenance, control, operation & management of public parking lots & parking buildings belonging to the City.

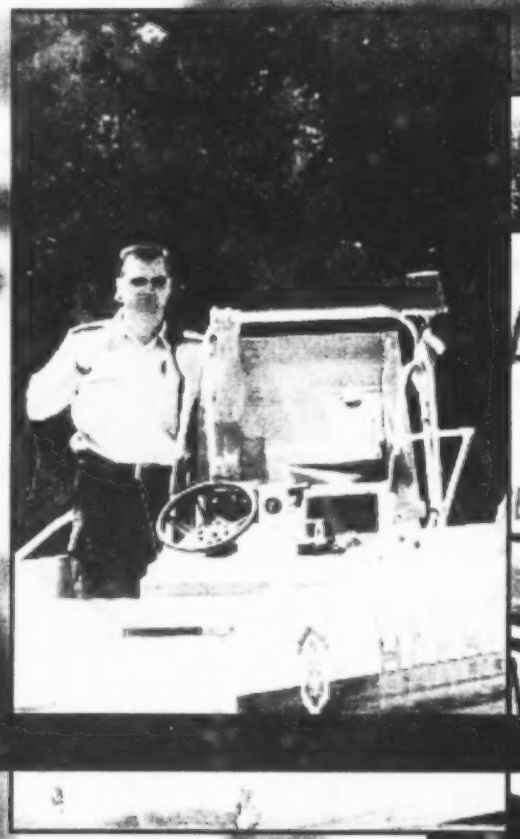
Winnipeg Airports Authority Board To implement the relevant portions of intent contained within Chapter 2, Sub-sections E and F of the "Economic Development" Section of "Plan Winnipeg Toward 2010", as it relates to the "Transport Industry" and "Airport Development and Protection".

Management Committee for the Lindenwoods Joint Venture Agreement

To review the progress of the joint venture between the City and Genstar Development, and make and establish broad program and policy decisions for the Lindenwoods residential subdivision.

Yellowhead Highway Association **A** non-profit organization with a mandate that includes infrastructure improvement, economic development and tourism was created to promote the utilization and development along the Yellowhead Highway.

Taxicab Board of Manitoba The Taxicab Board is an independent, economic, regulatory tribunal which deals primarily with issues related to taxicab transportation service in the City such as issuing taxicab licenses, the maximum number of taxicab licenses to be issued, issuing taxicab drivers' licenses, training drivers, regulating tax fares, and establishing taxi vehicle standards (See also Sections 4(1), 17(1) and 18 of Chapter T10 of the Statutes of Manitoba.



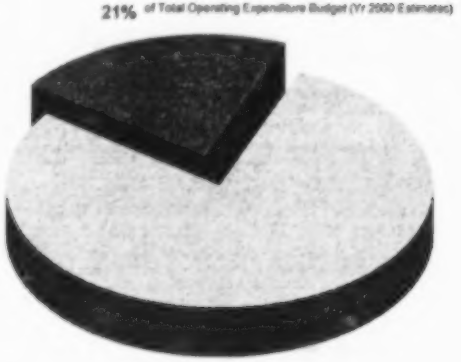
Public Safety, Health, And Education

7. Safety, Health and Education

The proposed new Plan Winnipeg recognizes that Winnipeggers want to see a high degree of respect toward people and their property and that a healthy, safe community is far better able to retain and attract residents. Education, regulation and enforcement are important elements in the City's attention to public safety issues. City services focused on public safety include emergency services, fire and medical response, criminal investigations, building standards and inspections, firefighting, crime and injury prevention, and emergency preparedness.

The City's role with respect to health and education is much smaller and clearly more focused on being an advocate and/or facilitator with other levels of government and within the community. At the same time, City services such as health inspections, animal control, and libraries also make an important contribution to health and education within our community.

Investment as a % of the total operating budget



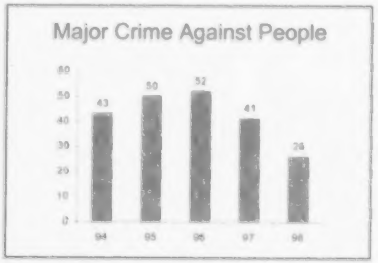
Council's Strategic Priorities

"Our city has a renewed commitment to **crime prevention and public protection**. A new Public Safety Committee will work with community groups to find home-made solutions to address issues that affect the safety of neighbourhoods." (Spring'99 - Report to Citizens)

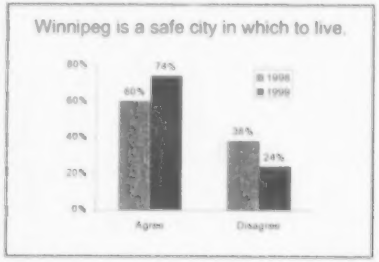
Context: Statistics show that Winnipeg has been successful in reducing the incidence of crime *(Chart K)*. And, compared with 1998, more people agree that Winnipeg is a safe city in which to live *(Chart L)*. However, as evidenced by the budget consultation process and recent polling, safety remains one of the issues of greatest concern to citizens.

The City's initiatives support a preventative approach.

K.



L.



Safety - What is being done?

- Committee for Safety
- Use cross-departmental teams to address key safety concerns
- Increase education and involvement of "partnerships" in fire and crime prevention, including the involvement of the general public and civic workforce
- Enhance community policing
- Focus on prevention
- Sponsor proactive community leadership groups focused on loss and injury prevention
- Implement 9 point downtown safety plan
- Assess risk

Safety, Health and Education - The Action Plan

In support of the draft Plan Winnipeg - Safety, Health and Education, and a range of Council policies and measures, the following services will be provided, and service goals and strategies implemented in 2000-2002

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Community Crime Prevention [Police]	• 10,000 presentations in the community annually	Continue implementation of innovative and integrated crime prevention strategies, sponsor proactive community leadership groups who are focused on activities that prevent loss and injury, include basic crime prevention techniques and strategies on the Web Site for easy access by all citizens, enhance community policing initiatives.
Crime Investigations [Police]	• 65,379 criminal offences reported annually	Study feasibility of forming a Dangerous Offenders Unit, develop a comprehensive data base to map criminal occurrences on a geographic basis, develop and introduce a comprehensive Elder Abuse Protocol, pursue the implementation of a Student Scholastic Crime Stoppers Program, Work closely with the media to about criminal acts to reduce public fear and solve crimes.
Police "911" [Police]	• 172,528 ("911") calls taken by emergency operators annually	Enhance community policing initiatives, expand the scenes of crime officer program, develop a comprehensive data base to map criminal occurrences on a geographic basis, develop and introduce a comprehensive elder abuse protocol, study the benefits of partnering child welfare investigators with police officers.
Police Response to Non-emergencies [Police]	• 339,925 non-emergency calls taken annually	Enhance community policing, implement call routing system, implement 9-point Downtown Safety Plan, expand the Scenes of Crime Officer program.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Providing Crime Statistics [Police]	▪ 1000 annual statistics reports printed	Use statistics to identify high crime areas, study automation possibilities, develop a comprehensive database to map criminal occurrences on a geographic basis, continue to civilianize positions.
Crime Safety Education [Police]	▪ 1,200 presentations annually	Develop and direct traffic safety programs, continue to support school safety programs, develop a coordinated approach to traffic issues as they affect police, transit and streets & transportation, continue to pursue partnerships with other agencies.
Special Events Policing [Police]	▪ 102 parade permits issued annually ▪ 31 VIP operations conducted annually ▪ 2 incidents involving Public Safety Unit annually ▪ Undetermined number of rallies, demonstrations, strikes and after concert/sporting event traffic control situations	Monitor customer satisfaction, ensure that specialty units such as Bomb Unit, Crisis Negotiator receive enhanced training and certification, maintain an Industrial Relations Officer.
Victim & Witness Assistance [Police]	▪ over 7,000 contacts made annually	Monitor customer satisfaction, reduce citizen's fear or apprehensions of the criminal justice system, consider civilianization for certain functions, conduct program reviews to determine opportunities for streamlining, service improvements and restructuring, enhance partnerships with other victim service agencies, continue to establish linkages and strengthen relationships within Winnipeg's diverse cultural communities.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Private Use of Police Services [Police]	• 533 assignments (1077 officers booked) annually	Monitor customer satisfaction, expand the size of the Canine Unit, study the feasibility of using a helicopter for aerial support activities, study the use of auxiliary police officers, develop a framework/policy for managed competition.
Police Skills Training [Police]	• 151 officers trained from outside organizations annually • train new recruits on behalf of several rural police agencies	Partner with RCMP and University of Manitoba to develop a pilot Internet Training Program, evaluate market potential, study ASD options, study possibility of obtaining grants to provide this service, civilianize certain police functions.
Fire & Rescue [Emergency Response]	• All responses except first responder - 19,365 • First responder responses - 14,182	Establish required training needs, implement quality assurance process, improve service delivery.
Medical Emergency Response [Emergency Response]	• Total requests for service - 48,312 • Cancelled calls - 17,884 • Total of above resulting in transport to hospital - 30,935 • Treat without transport - 431 • Inter-facility transfers - 5,140	Establish required training needs, implement quality assurance process, improve service delivery.
Non-emergency Fire & Rescue [Emergency Response]	• 300 annually on average	Establish required training needs, implement quality assurance process, improve service delivery.
Stand-by Fire Service at Public Events [Emergency Response]	• General public events - 15	Establish required training needs, implement quality assurance process, improve service delivery.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Stand-by Ambulance at Public Events [Emergency Response]	• for profit - 75 • for charity - 6	Establish required training needs, implement quality assurance process, improve service delivery, establish partnerships.
Fire Code Inspection [Emergency Response]	• 8,591 average annual fire code inspections by Fire Prevention Branch and 155 average annual fire code inspections by operations branch • 50 inspections per year require enforcement • 27,000 additional property inspections performed as "Action Against Arson" initiative, performed through the cooperation of several civic departments.	Increase inspections, increase public education and involvement, promotion and enforcement of regulations and approval process.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Fire Safety Education [Emergency Response]	• Average number of fire deaths annually - 10 • Average number of civilian fire injuries - 711 • 200 + presentations by operations branch in fire stations per year • 25 presentations by operations branch in various venues per year • 310 presentations by Fire Prevention to various venues • number of Public Educators - 2	Increase inspections, increase public education and involvement, promotion and enforcement of regulations and approval process.
Injury Prevention Education [Emergency Response]	• 50 presentations per year in various venues	Increase public involvement, increase public education and injury prevention, promote lifestyle/wellness, increase partnerships and programs.
Fire Investigation [Emergency Response]	• Average of 2000 of the approximately 3300 fires within the City are attended by the Provincial Office of the Fire Commissioner for investigation	Increase public education and public involvement, promotion and enforcement of regulations., CAO to review current mandate of the Arson Strike Force in December 2000.
Non-Profit Agency Support [Emergency Response]	• Data to be collected	Data to be collected.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
"Call Before You Dig" [Hydro]	• 2,700 dig clearances annually	Negotiate with Manitoba Hydro and it's wholly owned subsidiary, Centra Gas, as well as the Cable providers.
Street Lighting [Hydro]	• 23,500 street & lane lights provided by Winnipeg Hydro • 43,400 street & lane lights provided by Manitoba Hydro	Continue replacement of incandescent and mercury vapour fixtures with more energy efficient longer lasting high pressure sodium fixtures, use unpainted galvanized steel street lighting poles to reduce maintenance costs, replace corroded davit poles on bridges and streets and replace wood pole mounted lighting, negotiate acquisition of street lighting system within the City of Winnipeg's boundaries from Manitoba Hydro.
Testing High Voltage Equipment [Hydro]	• Data to be collected	Partnering with Manitoba Hydro to test products for quality & effectiveness.
Worksite Safety [Hydro]	• 100 hours of on-site supervision annually • 30 construction sites visited annually	Promote electrical safety; produce local examples of safe electrical practices for distribution to the media.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Supporting Emergency Preparedness [CAO Secretariat]	• Approx. • 5 emergency event responses/year • 60 trained resources • 2 exercises/year • 10 presentations • 60 cross departmental/inter-governmental meetings	Update the major events in the risk analysis; develop a plan for each identified event, review relevant acts to ensure compliance, complete evacuation plan for the City.
Disaster Relief [Community Services]	• 2 emergency responses • 377 evacuees assisted • 100 emergency responders trained • 10 presentations on emergency preparedness	Develop and integrate a disaster/emergency response plan for the delivery of emergency health and social services by the Community Services Department, including: training of staff, development of neighbourhood evacuation plans, updating the City's risk analysis and corresponding response plans and reviewing the City of Winnipeg's role as a host community.
Building Inspections [Planning, Property & Development]	• 65,000 sign, electrical, mechanical, commercial, housing inspections annually • 2100 occupancy permits issued • 225 demolition permits issued	Participate in the code development process at the Provincial and national level, including the development of code requirements and standard practice in the filed of barrier-free design. Lead in the development of equivalencies to building code and zoning by-law requirements for existing buildings, expand mandatory approval at key stages of construction.
Property By-law Enforcement [Planning, Property & Development]	• 4,400 zoning inspections • 7,000 property standards/public safety inspections	Develop guidelines, checklist and bulletins to ensure consistent interpretation.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Building Permits [Planning, Property & Development]	• Approximately: • 3,000 plans reviewed annually • 250 land development applications reviewed annually • 6,500 building permits processed annually • 40,700 commercial/housing inspections annually • 225 demolitions permits annually	Review permit and development application processes with the intention of identifying process improvements. Participate in the code development process at the Provincial and National level, lead in the development of equivalencies to building code and zoning by-law requirements for existing buildings.
Snow Disposal Sites [Public Works]	• 5 sites operating 24 hours a day, seven days a week during snow hauling time • 80% of volume comes from private sources/lots	Within 3 years develop a long-range plan for the provision of permanent snow disposal sights; explore alternative methods of snow disposal withinl year.
Park Patrol [Public Works]	• 24 hours/7 days a week in Assiniboine Park • Days & evenings/7days a week in King's Park (incl. St.Vital, LaBarriere & Crescent Drive parks. • Days & evenings/7 days a week in Kildonan Park (incl. Kilcona & Bunn's Creek Centennial Park) • Total incidents (investigations/arrests/issuance of tickets, etc.) = 1540/year	Assess the potential of converting park police to a park ranger concept.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Permissions-Public Works [Public Works]	• 1998 service levels: • 626 construction approach permits, 523 use of streets/crossing permits, 23 street rental permits, 478 move permits, 150 annual overweight permits, 14 residential parking permits, 105 commercial private approach permits • 9 donated park amenities certified.	Revise by-laws to improve customer service, establish a "one-stop" shop single window for permit service, develop and implement a communication strategy, expand inspection service hours, develop a process to increase compliance with by-laws.
Animal Control & Care [Community Services]	• 8,000 incidents responded to annually • 7,795 licenses sold annually • 2,125 dogs impounded annually	Establish animal services as a Special Operating Agency with the goal of attaining new levels of performance and becoming as financially self-sustainable as possible.
Abandoned Bicycle Recovery and Disposal [Community Services]	• 469 registered • 1,300 recovered • 1,159 auctioned	Continue to register bicycles. Collect, store and return abandoned/stolen bicycles to owners, and dispose of those that are unclaimed in a manner that ensures a full cost recover/user pay system as much as possible.
Trades Licensing [Community Services]	• 17,500 designated trade licenses issued	Achieve full cost recovery of all administrative, inspection and enforcement costs, research best practices relative to collection of designated trade licensing.

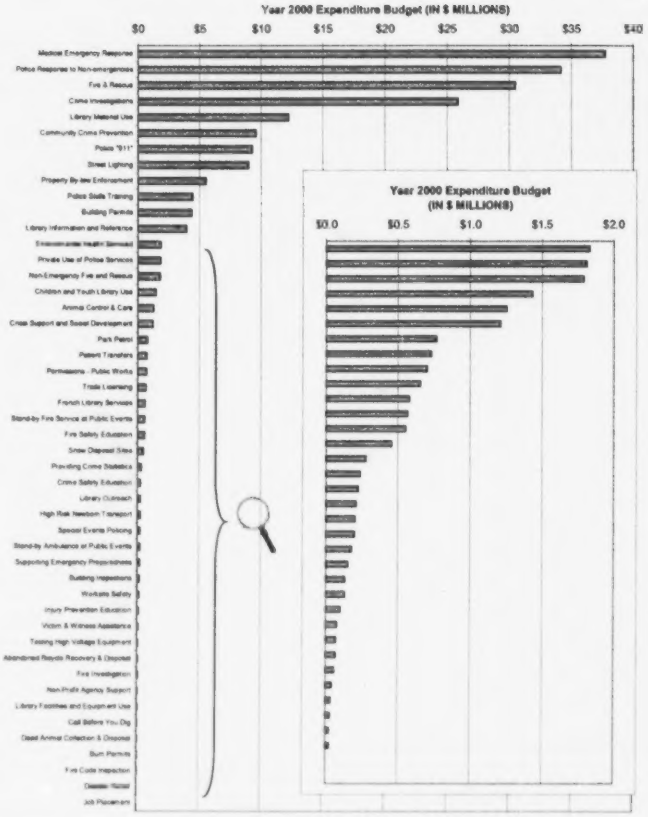
Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Environmental Health Services [Community Services]	• 2,880 housing complaints / year • 12,000 housing inspections / year • 497 active placards • 1,250 swimming pool, wading pool & whirlpool inspections / year • 6,500 food handling establishment inspections • 9,000 notices for corrective action • 18 closing notices • 477 complaints responded to • 1,650 food handlers certified	Improve consistency, effectiveness and efficiency by exploring the potential for amalgamation of public health inspections for all of Winnipeg within the City of Winnipeg, and by establishing an integrated property-based information technology system (BUILD) within the Environmental Health Services Branch.
Crisis Support and Social Development [Community Services]	• Between April and Sept.1999, 59 concerns had been referred, 78% originating from internal sources	Develop a civic system and new methods for responding to "quality of life issues" impacting the at-risk citizens of Winnipeg. Research and provide advice to the corporation regarding social issues and responsive social policy, including the role of the City in community granting for social programs.
High Risk Newborn Transport [Emergency Response]	• 150 high risk newborn transfers per year	This service has been temporarily discontinued at this time, and is provided by alternative carrier. The service is currently under review by the WRHA.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Patient Transfers [Emergency Response]	• Approximately 6000 facility to facility medical transfers per year	This service is provided in the interim pending further discussion by WRHA.
Burn Permits [Emergency Response]	• average of 175 burn permits issued per year • average of 51 fireworks permits per year	Increase public education and public involvement, promotion and enforcement of regulations.
Dead Animal Collection & Disposal [Water and Waste]	• 1,650 pickups per year	To improve customer satisfaction.
Children and Youth Library Use [Community Services]	• 2,672 programs • 49,490 children in attendance • 2.2 million circulation	Deliver child and families based programming in both official languages, expand services to new parents, provide programs with emphasis on literacy and life long learning.
French Library Services [Community Services]	• 191,000 circulation (1998) • 152 children's programs (1998) • 3,284 children in attendance 91998) • 48 deposits/8,000 items	Acquire and promote material in French; conduct adult, children's and family-based programming in French; measure user satisfaction; expand French language content of web site.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Library Information and Reference [Community Services]	• 130 tours (Centennial Library only) for 1620 people (1998) • 34 children's tours for 573 people (1998) • 170,000 hits on web site (1999) • 198 PC's (1999) • 410,783 reference & information queries (1998)	Ensure well-trained staff, provide access to print and electronic information, pursue external funding, increase library user knowledge, provide information and referral and increase resource. Implement Dynix upgrades, promote self-service enhancements to library users, complete implementation of Community Computer Access Program, expand web site and secure Gates Foundation funding.
Library Facilities and Equipment Use [Community Services]	• 20 branches with 46,369 hours of community access • 3 million visits per year • 1,000 individual study spaces • 20 meeting rooms with 500 rentals per year, and $14,000 revenue on room/equipment rentals	Conduct facility study, improve library hours, amalgamate libraries where feasible, provide safe/welcoming environment, upgrade library furniture and equipment, improve library accessibility, and assess feasibility of new central facility. Increase number of library sponsored programs, increase use of library meeting rooms by community, and improve meeting facilities and amenities.
Library Material Use [Community Services]	• 5.8 million circulation • 298,447 library card holders • 334,955 holds placed • 1,623,000 items borrowed • 321,535 circulation by self-check units	Increase public input in collections, establish materials reserve, promote library material in both official languages, pursue resource sharing partnerships, improve inventory management, 24x7 self-service access to library collection via technology, expand and deliver special collections to targeted communities.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000 - 2002
Library Outreach [Community Services]	• 10 institutional deposits • 13 van stops to seniors residences • 30 homebound users served • 30 volunteers	Expand home bound service through volunteers; expand van service sites; increase institutional deposits; improve collection to respond to targeted communities; develop and delivery collections in community facilities; develop and promote programs and services for targeted communities.
Job Placement [Community Services]	• 115 participants in Community Service Worker Project • 45 Community clubs serviced by Community Service Worker project	Enhance job skill preparedness training opportunities for high need residents within Winnipeg. Support Community Centres through provision of caretaking services and respond with support resources to neighbourhood experiencing crisis.

Safety, Health and Education - Council's Investment by Service



In addition to the services above, Council provides leadership through the following boards, commissions or outside agencies:

Committee for Safety To support, assist, stimulate and mobilize the work of the community regarding safety concerns.

Domestic Violence Working Group Working group under the Committee for Safety with a mandate to review the recommendations of the Commission of Inquiry (Lavoie Report), assess the implementation of those recommendations and review police operations regarding the policies surrounding Domestic Abuse and Zero Tolerance.

Inner Winnipeg Neighborhood Redevelopment To look at providing a strategic plan on Inner Winnipeg Neighbourhood Development focusing, but not limited to the following: improving the opportunities for owner-occupied housing; improving the opportunities for children and families to participate in recreational activities; ensuring the Winnipeg Police Service has the resources needed to support a safer inner Winnipeg neighbourhood.

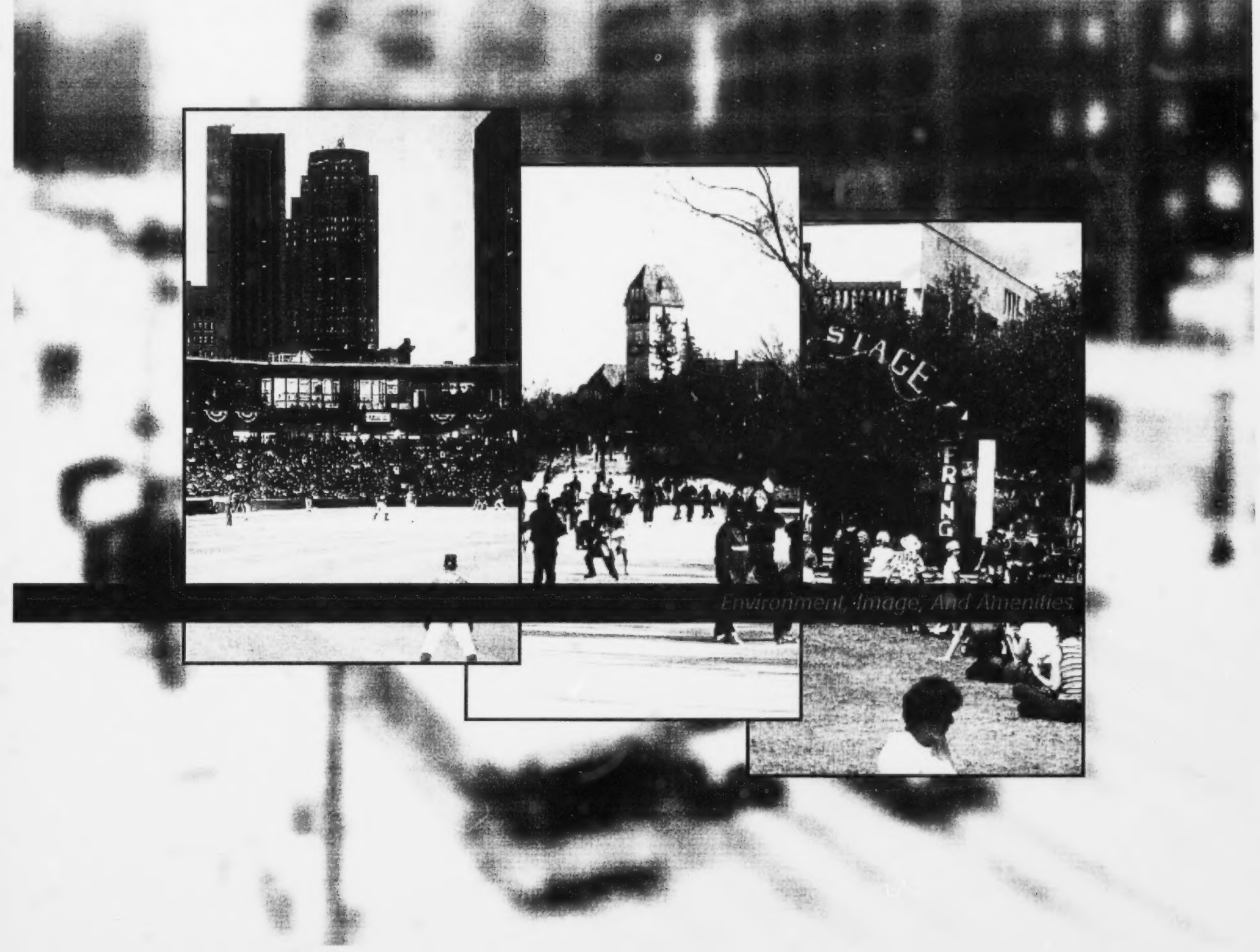
Concordia Hospital Board of Directors To determine the objectives and policies of the Corporation and the Hospital and to establish and maintain an organizational structure to carry them out.

Victoria General Hospital Board of Directors To determine the objectives and policies of the Corporation and the Hospital and to establish and maintain an organizational structure to carry them out.

Emergency Control Committee Responsible for the direction and control of all phases of a comprehensive emergency management plan including mitigation, preparedness, response and recovery.

Library Advisory Committees To advise and report to the Winnipeg Public Library Board on library services within the Community.

The Winnipeg Public Library Board To make recommendations and report from time to time and issue an annual report to the Standing Policy Committee on Protection & Community Services on: library policy & budgets; administrative matters to the extent that they have significant policy or service implications on the Library System; development of long range plans for the Library System; public involvement in Library System. To establish, organize or participate in coordinating donations and fund raising programs for the benefit of the Library System.



Environment, Image, And Amenities

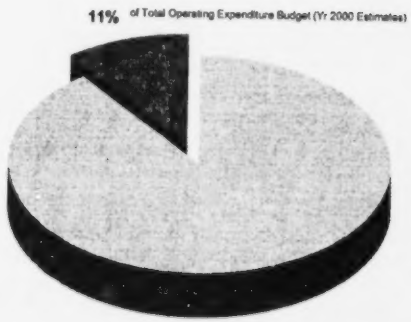
8. Environment, Image and Amenities

The draft Plan Winnipeg recognizes that maintaining a high quality of life in our urban setting requires close attention to our natural and built environments and to opportunities for year-round accessible, affordable recreation and leisure activities.

The City of Winnipeg is committed to protecting and enhancing our community's environments through environmentally responsible decision-making and operations. Further, by working closely with community groups, by seeking partnerships with private, public and non-profit sectors, and by taking full advantage of technology, the City will continue to provide quality programming at reasonable cost.

The City provides access to parks, open space and urban forests, the Assiniboine Zoo exhibition, recreation for children and youth, residential recycling, and garbage collection. These services enhance our lives as citizens, our City's attractiveness as a destination for visitors, and our potential as a host city for major events. Our guests at the 1999 World Junior Hockey Championships and the 1999 Pan American Games were impressed by their stay in such a clean, friendly, beautiful City. Protecting and enhancing this unique quality of life is a key theme of our 2000-2002 Action Plan.

Investment as a % of total operating budget



Environment, Image and Amenities - The Action Plan

In support of the policies identified in the proposed Plan Winnipeg - Environment, Image and Amenities, and a range of Council policies and measures, the following services will be provided, and service goals and strategies implemented in 2000-2002.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Access to and Protection of Natural Area Environment [Community Services]	• 5,500 participants in environmental education programs annually	Protect, preserve and maintain riverbanks, produce a Natural Areas Plan, apply natural area techniques to natural areas, expand environmental education opportunities. Explore opportunities to make service area more financially self-sufficient. Identify alternatives if targets unattainable.
Electrical Energy Conservation Advice [Hydro]	• Data to be collected	Provide energy audit assistance, provide information on energy saving techniques and methods, and provide information to public regarding global warming and greenhouse gas emissions.
Energy Conservation Education [Hydro]	• Data to be collected	Partner with Manitoba Hydro for product testing, provide information on energy saving techniques and methods, promote energy efficient products through retailers, provide information to public regarding global warming and green house gas emissions, provide energy management consulting and advice to all civic departments.
Cut Home Energy Cost Granting [Hydro]	• Data to be collected	Reduce the number of customers in the program, encourage customers to pay off existing loans or arrange alternative financing.
Consumer Electrical Consulting [Hydro]	• Data to be collected	Provide up to date product data sheets, provide energy audit assistance.
Food Preparation & Home Economics Advice [Hydro]	• Data to be collected	Partner with Manitoba Hydro to test products for quality & effectiveness, provide up to date product data sheets.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Garbage Collection [Water and Waste]	• 171,000 single family residences • 2,400 small commercial • 93,000 multi-family residences • 200,000 tonnes per year	Understand and exceed our customers' service delivery expectations; establish an equitable method of recovering costs; continuously improve the efficiency of our collection operations.
Riverbank Management [Planning, Property & Development]	• 150 waterway permits representing construction value of $25 million • 65 miles of riverbank lands representing [45% of the total riverbank frontage in City]	Complete the riverbank characterization study.
Abandoned Landfill Monitoring [Public Works]	• 34 former landfill sites	Minimize the risks associated with abandoned landfills.
Access to Soil Fertilizer [Water and Waste]	• 12,167 dry tonnes hauled (annually) • 540.1 fertilized acres (annual)	Dispose of sewage sludge in an environmentally sustainable way.
Appliance Disposal [Water and Waste]	• 1,000 appliances annually	Dispose of solid waste in an environmentally sustainable way.
Landfill Operation [Water and Waste]	• 1 active site • 236,500 tonnes per year • 85,000 small vehicle loads	Understand and exceed our customers' expectations; Account for the long term environmental liabilities associated with landfill closure; Lobby the Provincial Government and other Capital Region municipalities to develop a level playing field of solid waste disposal practices.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Residential Recycling [Water and Waste]	• 23,600 tonnes collected annually	Understand and exceed our customers' service delivery expectations; develop a waste minimization-costing model; negotiate with the Manitoba Product Stewardship Corporation for higher support payments.
Used Tire Recycling [Water and Waste]	• 100 tonnes of used tires	Promote recycling and environmentally sustainable waste minimization practices.
Bulk Metal Recycling [Water and Waste]	• 1,000 tonnes of bulk metal recycled per year	Promote recycling and environmentally sustainable waste minimization practices.
Christmas Tree Recycling [Water and Waste]	• 16,000 Christmas trees chipped	Status quo but dependant upon outcome of user-pay consultations.
Fall Leaf Recycling [Water and Waste]	• 1,000 tonnes of leaves per year	Promote recycling and environmentally sustainable waste minimization practices.
Cemeteries, Burials and Perpetual Maintenance [Planning, Property and Development]	• 1,000 burials annually	Increase sale of ash niches, increase returns from perpetual fund, rationalize business operations, ensure prices are set appropriately. Undertake economic analysis to confirm preliminary financial targets; identify alternatives if unattainable.
Conservatory, Public Gardens & City Beautification [Community Services]	• 400,000 visitors annually	Provide for an ASD model for the Conservatory, explore alternative methods of plant acquisition, support the Friends of the Conservatory in fundraising efforts for the Butterfly House Millennium initiative. Undertake economic analysis to confirm preliminary financial targets; identify alternatives if unattainable.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Insect Control [Community Services]	• mosquito larvaciding - 27,500 hectares • residential fogging - 25,000 hectares • residential spraying - 3,000 hectares • Elm Bark Beetle control - 100,000 hectares • Bug line inquiries - 2,500 calls annually	Develop an integrated pest management plan, use the plan for preventive measures, and develop a framework for reducing pesticide use and pesticide risk.
Agency/Organization Grants [Corporate Finance]	• Data to be collected	Data to be collected
Regulating Charitable Organizations [Community Services]	• Data to be collected	Implement the amended Lotteries By-law No. 145/72 thereby increasing consistency with the Manitoba Lottery Gaming Commission rules and regulations.
Christmas Lighting [Hydro]	• Data to be collected	Reduce operating costs and renew infrastructure.
Decorative Lighting [Hydro]	• 2,000 decorative lights installed	Reduce operating costs and renew infrastructure.
Flags and Banner Installation [Hydro]	• Data to be collected	Reduce operating costs and renew infrastructure.
Operating Golf Courses [Planning, Property & Development Services]	• 235,000 rounds of golf played	Enhance municipal golf courses overall profitability through ASD, develop inner city golf and leadership program targeting inner city at-risk youth.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Aquatics Services [Community Services]	• 1,479,639 annual indoor pool attendance, and 91,157 annual outdoor pool attendance • 11,103 aquatics classes (for all ages and abilities) with 63,050 registered annually • 1,452 groups for 8,569 bookings	Develop profit centre, pursue corporate sponsorship, and implement facility management and operational efficiencies. Implement facility rationalization in conjunction with partners, stakeholders and the general public, to move towards optimum number of facilities.
Children and Youth Recreation Community Services	• 45 schools utilized • 8 school Divisions • 73 community centers • 97 wading pool locations • 54 free play sites • 35 youth sites • 8 recreation centres • 3 leisure centres • 20 children and youth service providers • partnerships with parent associations, student/youth councils, service organizations, BIZ groups, etc.	Collaborate with Community Resource Coordinators in facilitating a planning strategy which highlights a neighbourhood and service focus. Identify highest need neighbourhoods for the delivery of responsive and sustained recreation programming and services by maintaining and enhancing partnerships, reflecting facility rationalization.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Community Centres Support and Facility Development/Access [Community Services]	• 73 community centres • $4.2 million in community centre grants • 18,000 community centre volunteers annually • 250 joint use/management/lease/operating agreements • work cooperatively with 11 school divisions • 75 CIGP agreements • 370 facility development projects; 120 ongoing at any given time	In conjunction with stakeholders, inventory and review number of existing recreation facilities, and recommend and move toward optimal number. Formulate recommendations regarding an approach for all capital, renovation and /or consolidation projects. Research feasibility of combined use Community Services facilities to provide enhanced public access in a convenient and cost-effective manner.
Community Recreation Development [Community Services]	• Leadership Initiatives: • 500+training participants • 3 development community projects • 8 youth partnerships • 42 volunteer placements • 4 student placements • Service initiatives: • adapted - 14 programs, 12 organizations • seniors - 21 programs, 16 organizations • francophone - 35 programs, 9 organizations • ethnic - 35 programs, 6 organizations	Work in partnership with key stakeholders to identify priorities, ensure training opportunities, and develop community leaders. Utilize community profiles information and citizen input within priority service areas to concentrate on complementary service initiatives based on identified need.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Recreation Services [Community Services]	• 9,750 recreation lessons in registered programs (for all ages and abilities) • leisure facility booking • 12,673 public skate participants • 93,188 annual leisure and fitness centre attendance • 119 groups for 634 bookings	Enhance marketability of the Leisure Guide, pursue corporate sponsorship and develop profit centres appropriate to leisure services. Implement facility management and operational efficiencies by exploring facility rationalization. Research the feasibility of combined community services facilities (eg. Library/recreation centres.)
Zoo Exhibition [Community Services]	• 441,668 visitors annually	Study an ASD model for the Zoo, conduct economic impact analysis, establish business plan, collaborate with Zoological Society, and develop a long-term master plan. Undertake economic analysis to confirm preliminary financial targets; identify alternatives if unattainable.
Access to Parks and Open Space [Public Works]	• 4,180 hectares of parks and open space maintained • 927 parks • 527 playgrounds • 358 baseball diamonds • 201 soccer fields • 190 tennis courts	Develop a communication and marketing strategy, develop partnerships for athletic field line marking, reduce equipment needs, eliminate guaranteed hours, assess ASD potential of boulevard/park mowing and litter collection, abrasive spring clean up and weed control, reduce maintenance, review park ranger concept, conduct a playground and park amenity audit.
Access to Urban Forests [Public Works]	• 185,000 boulevard trees marked • 60,000 non-boulevard trees managed • 205,000 trees surveyed annually for Dutch Elm Disease	Assess the feasibility of partial ASD for pruning, removal and stumping of trees, promote DED research, pilot the provision of smaller trees for boulevard replacement, eliminate Oak Bank Nursery, establish a public tree protection by-law.

Service Name	Current Service Level / (# of Outputs)	Key Service Goals and Strategies 2000-2002
Heritage Building Designation [Planning, Property and Development]	• Heritage grants & tax credits valued at over $10 million	Promote the adaptive reuse of heritage buildings; develop a downtown database with detailed property and building information including heritage buildings.
Weed Control [Public Works]	• 348 lots mowed annually • 270 lots sprayed annually • 3,465 weed complaints received annually • 1,136 notices issued annually	Assess the ASD potential for weed control spraying.
Graffiti Control [Public Works]	• 2,335 requests for service (1998) • 3,000 graffiti tags (26,000 square metres removed (1998)	Streamline waiver form process, increase education and awareness by 2000; develop partnerships for the removal of graffiti.
Roadway Litter Collection [Public Works]	• Maintain roadway litter collection in the downtown square.	Develop partnerships with the BIZ associations.
Bulky Waste Collection [Water and Waste]	• 3,000 requested collections annually • 4,000 abandoned collections annually	Dispose of solid waste in an environmentally sustainable way.
Public Events Support [Public Works]	• 729 events in City parks (1998) • 35 Bandmobile rentals (1998)	Not provided
Collecting from Public Litter Containers [Public Works]	• 2,000 litter containers emptied daily	Consolidate the litter collection into a single responsibility in 2 years; develop partnerships to enhance the level of service for litter collection.

Environment. Image and Amenities - Council's Investment by
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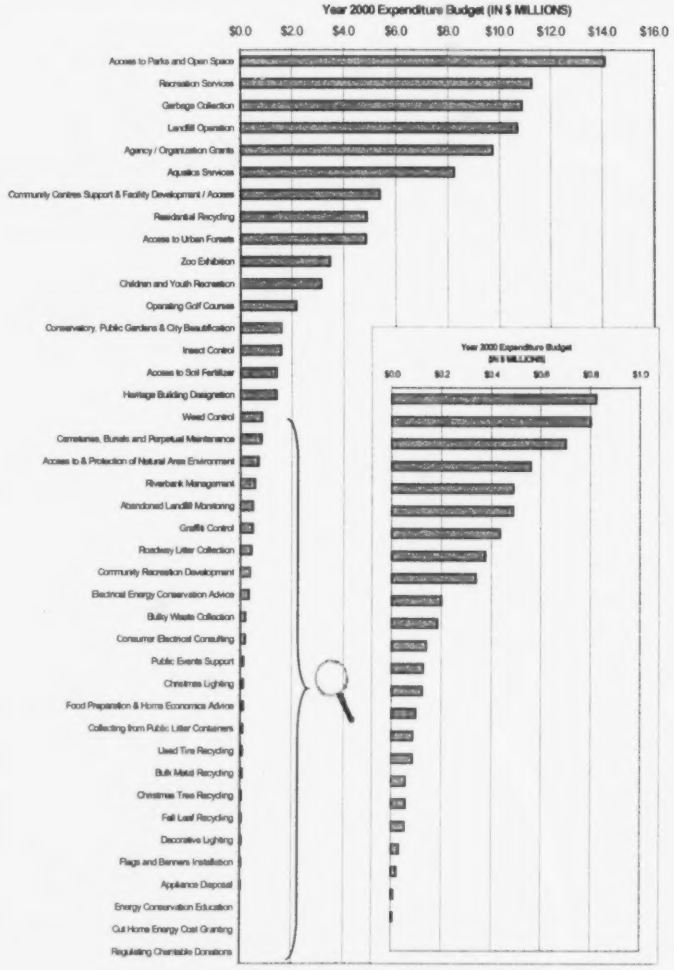


In addition to the services above, Council provides leadership through the following boards, commissions or outside agencies:

Riverbank Management Committee A committee, reporting to Council through the Standing Policy Committee on Property and Development, for the purpose of managing river related issues which usually cross departmental lines and conventional reporting relationships and to provide the political focus necessary for giving direction and ongoing guidance to the City's river related endeavours.

Waste Minimization Advisory Committee To develop and conduct a program of public consultation and involvement with respect to the Waste Minimization Plan of the City of Winnipeg; to foster two-way communication links between the public and the City of Winnipeg in all aspects of waste minimization in Winnipeg; to review and advise on planning, budgeting and implementation items for the Waste Minimization and Recycling program and relevant aspects of solid waste utility planning.

Heritage Winnipeg Corporation To promote the establishment of Heritage conservation areas in the Province of Manitoba with particular focus on the City of Winnipeg through the encouragement, support and protection of building restoration, revitalization and preservation.

Historic Winnipeg Advisory Committee To regulate uses, heights of buildings, and to control the architecture and other details of buildings except residences, to be built or remodeled, within the Historic Winnipeg Restoration Area (Exchange District).

Historical Buildings Committee Advisory Committee for conservation and preservation of buildings of architectural and historic interest in City of Winnipeg. Administers heritage incentive programs.

St. Boniface Museum Board To manage, control and operate the St. Boniface Museum and all other buildings or premises used for the purpose of a museum by the City within the Community.

St. James-Assiniboia Museum Board To manage the operation of the St. James-Assiniboia Museum.

Seven Oaks House Museum Board To manage the operations of the Seven Oaks House Museum

Transcona Historical Museum Board To manage the operations of the Transcona Museum.

Zoological Society of Manitoba To further the long-term development of the Assiniboine Park Zoo.

Advisory Committee on Aboriginal Affairs To provide advice, guidance and support to Council in terms of the City of Winnipeg developing and implementing culturally appropriate policies, programs and services relating to the Aboriginal citizens of Winnipeg. The Committee will establish linkages between City Council, City of Winnipeg departments and Aboriginal communities of interest; identify, plan and recommend measures to increase Aboriginal participation in City of Winnipeg affairs; identify and recommend joint ventures between the City of Winnipeg and private sector or non-governmental organizations that increase or enhance job and/or economic development opportunities for Aboriginal Peoples in the City of Winnipeg; plan, develop & recommend a communication strategy to inform and educate the citizens of Winnipeg. in terms of the above.

Winnipeg Arts Advisory Council (WAAC)

To assist the City of Winnipeg in an advisory capacity by screening cultural grant applications, and making recommendations for funding to cultural organizations and individual artists. To provide the City with advice on cultural policy development & amusement tax exemptions.

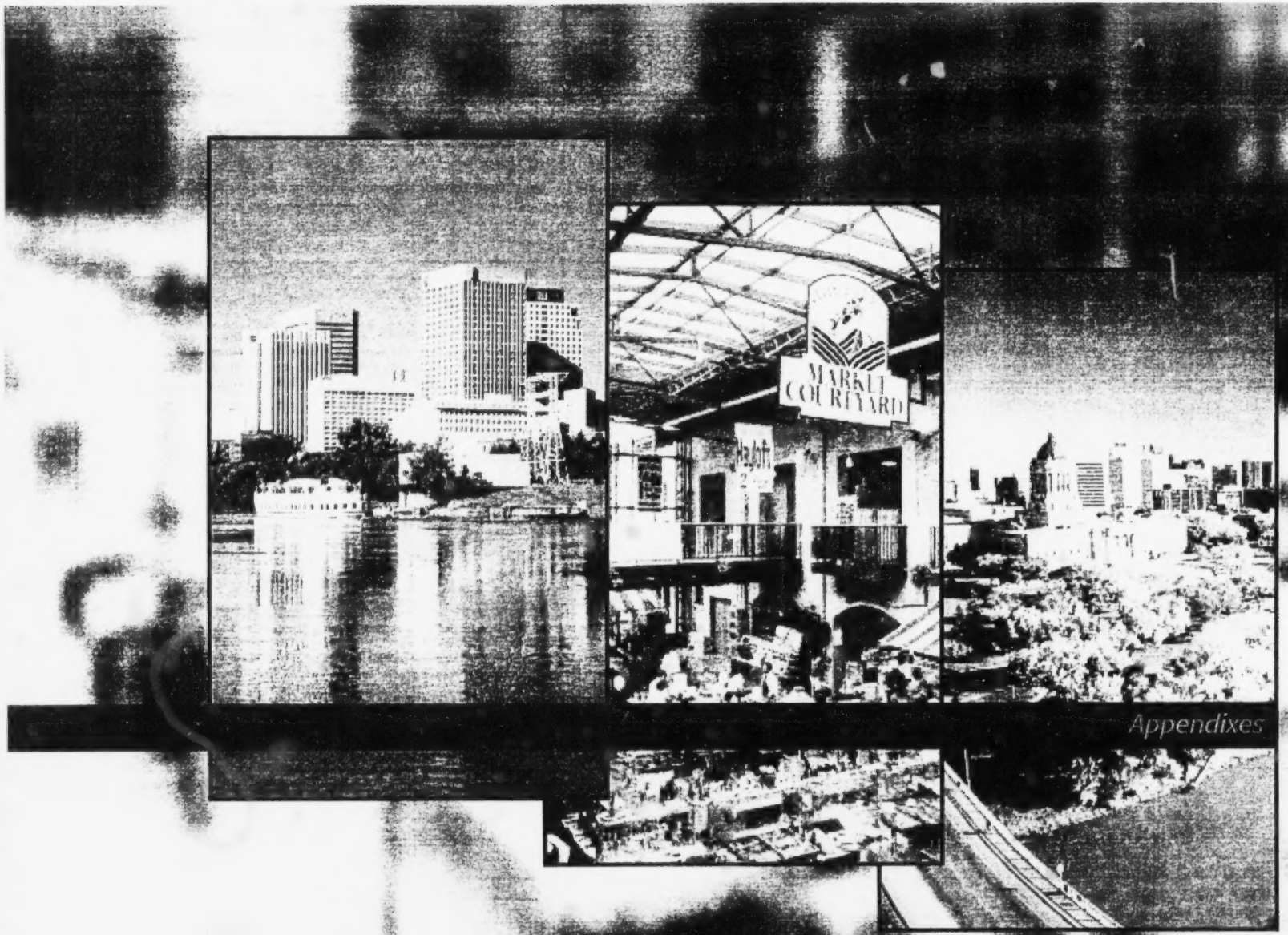
Winnipeg Art Gallery Board of Governors To manage the operations of the Winnipeg Art Gallery.

Boulevard Provencher Advisory Committee To regulate uses, heights of buildings, and to control architectural and other details of buildings, except

residences, to be built or remodeled within the "Boulevard Provencher District".

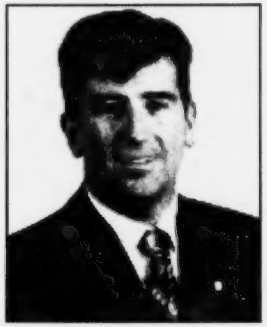
Take Pride Winnipeg To act as a leader in education, cooperation, facilitation and advocacy of issues relating to cleanliness, beautification and pride.

Various Business Improvement Zone Groups To beautify, improve and maintain lands of the City in the Zone and to promote the Zone as a place for retail and commercial activity.



Appendixes

Your Mayor and Councillors



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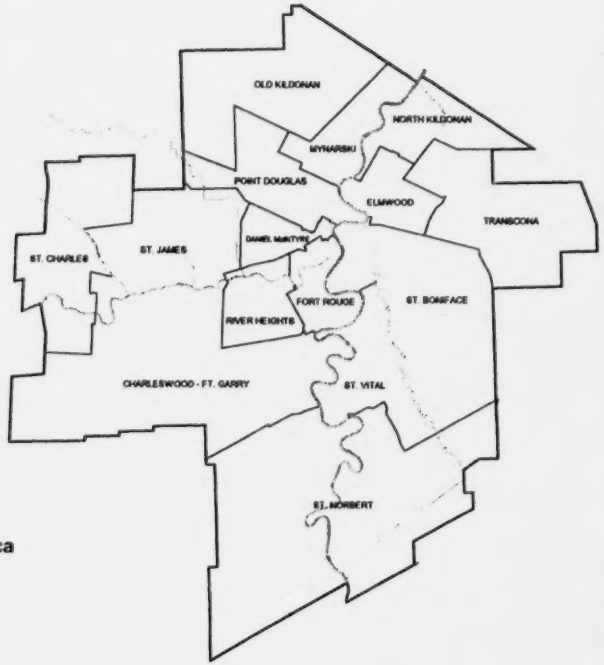

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Your Mayor and Councillors (continued)

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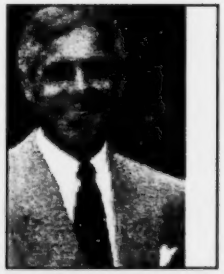

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Senior Management Team